



**2020 Master Plan Update
June 2020
(Revised January 2021)**

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EXECUTIVE SUMMARY

A. Planning Purpose

The State of California requires Special Districts to update master plans every ten years. Valley-Wide Recreation & Park District (VWRPD) has a long-standing commitment to doing this while providing recreational services that meet the needs of residents in the District. Maintaining facilities and providing programs so people can engage in healthy lifestyles and wellness activities is a priority for VWRPD.

“The mission of Valley-Wide Recreation and Park District is to responsibly provide exceptional programs and quality park facilities that promote community involvement and healthy lifestyles.”

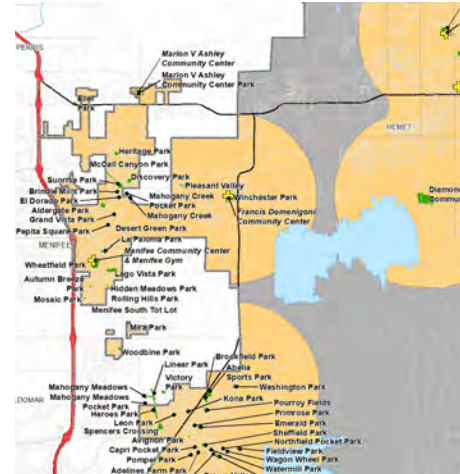
B. Planning Process Overview

An integrated project team guided a review of institutional history, analysis of existing parks and facilities conditions, and analysis of programs and services. Significant engagement with members of the Valley-Wide community was conducted throughout the master plan process. Key tasks included:



C. Inventory Assessment & Level of Service Summary

Parks and facilities were inventoried and assessed for function and quality in August 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site. Find further definitions and discussions in **Appendix B**.



GRASP® (Geo-referenced Amenities Standards Process) is the proprietary name for an approach that has been applied in more than one hundred communities across the country to evaluate level of service (LOS) for park and recreation systems. With GRASP®, information from the inventory of parks and facilities described in **Section II.D** was used in combination with Geographic Information Systems (GIS) software to produce analytic maps and data that show the quality and distribution of park and recreation services across the District.

Observations and conclusions based on visits to each park or facility include the following:

- A wide variety and diversity of park types, sizes, and age of facilities
- Well maintained parks, however, some deferred maintenance issues exist
- Most common components include playgrounds, open turf, shelters, courts, and sports fields

D. Key Issues and Opportunities Synopsis

Key challenges and opportunities were identified using several tools including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, asset inventory, and level of service analysis. The information gathered from these sources was analyzed and evaluated, and the following key opportunities were identified:

FINDINGS: KEY OPPORTUNITIES

- Improving communication/marketing/branding
- Maintaining what we have/level of service and quality
- Sustaining the current system
- Creating new parks with development
- Maintaining affordability of services and programs
- Connectivity the communities with walking/biking trails
- Maintaining community connection and outreach
- Recognizing that youth sports are very important
- Increasing staff to continue to provide the current level of service as the community grows
- Identifying dedicated funding to support operations and growth
- Providing a variety and diversity of facilities
- Maintaining and expanding great community partnerships

These key opportunities served as the basis of the recommendations and action plan that were developed to guide the VWRPD for the next ten years.

E. Recommendations and Action Plan Summary Table

Goals, Objectives, and Action Steps are outlined in the main document to help create a process to move forward. Over the next five to ten years, many influences will impact the success of the development of future programs, services, amenities, and facilities. Funding availability, staff support, and political and community support will play significant roles in future planning efforts.

The detailed action plan included in **Section IV** identifies specific actions to address for the following goals and objectives:

Goal #1: Continue to Improve Organizational Efficiencies

- Objective 1.1: Continue to enhance and improve internal and external communication regarding District activities and services
- Objective 1.2: Staff appropriately to meet current demand and maintain established quality of service
- Objective 1.3: Build on existing and look for new opportunities to increase appropriate partnerships
- Objective 1.4: Keep current with the use of technology

Goal #2: Continue to Improve Programs and Service Delivery

- Objective 2.1: Develop additional recreational programs and services
- Objective 2.2: Work with other service providers to develop programs and service to meet demand and trends

Goal #3: Improve and Expand Facilities and Amenities

- Objective 3.1: Expand greenways, pathways, and trails connectivity
- Objective 3.2: Continue to maintain and improve existing facilities and amenities
- Objective 3.3: Expand open space and parks
- Objective 3.4: Make improvements to or replace some existing facilities and amenities or develop new amenities at existing parks based on current level of service analysis
- Objective 3.5: Continue to improve ADA accessibility at all facilities
- Objective 3.6: Upgrade convenience and customer service amenities at existing facilities

Goal #4: Increase Financial Opportunities

- Objective 4.1: Review existing fees and restructure to meet current situation
- Objective 4.2: Explore additional funding options
- Objective 4.3: Explore opportunities to increase sponsorships
- Objective 4.4: Implement the Cost Recovery and Financial Sustainability Study Recommendations

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I. BACKGROUND AND PURPOSE OF THE PLAN

A. Why an Update Now?

The State of California requires Special Districts to update master plans every ten years. Valley-Wide Recreation & Park District (VWRPD) has consistently updated its master plan every five years while providing recreational programs and services that meet the needs of residents in the District. Maintaining facilities and providing programs so people can engage in healthy lifestyles and wellness activities is included in the mission statement for VWRPD. Doing so in a well-coordinated manner alongside its community partners, allows VWRPD to operate effectively and efficiently.

“The mission of Valley-Wide Recreation and Park District is to responsibly provide exceptional programs and quality park facilities that promote community involvement and healthy lifestyles.”

Gauging and responding to residents’ needs and assessing current and future conditions through the process of master planning allows VWRPD to continue to provide superior recreational services to all users within its service area.



B. Overview of the District

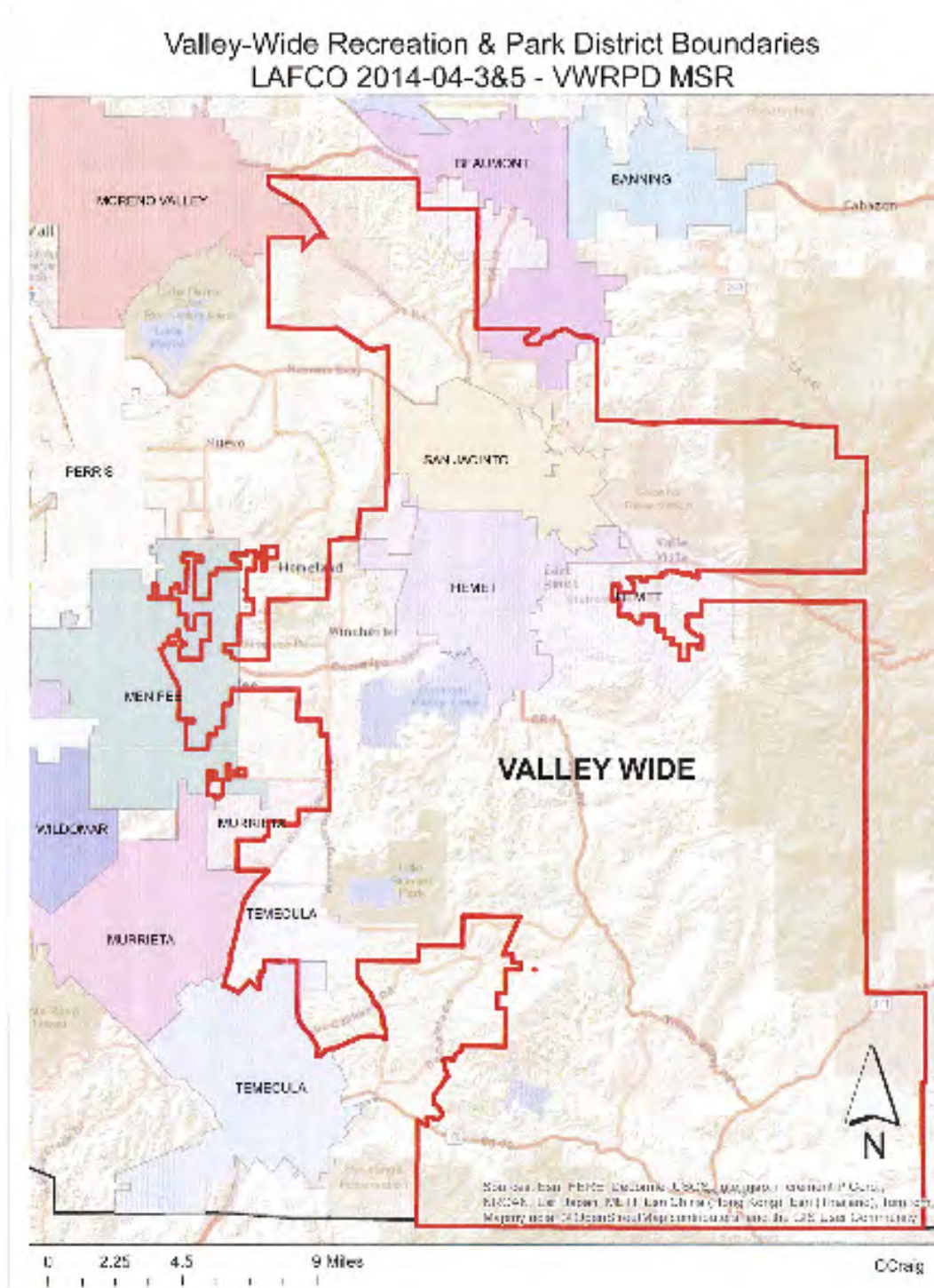
The Valley-Wide Recreation and Park District was formed on July 27, 1972 to provide recreation and park services and now serves residents within an 800-square-mile area encompassing Hemet, San Jacinto, Valle Vista, Sage, Aguanga, Winchester, Menifee, and French Valley. The District's location, boundary, and facilities are shown in **Figure 1**, and the District's sphere of influence (SOI) is coterminous with its boundary.

In January 1987, the Board of Supervisors of Riverside County adopted an amendment to the County's General Plan that would govern the implementation of the Quimby Act, which was established by the State of California in 1965 to allow local jurisdictions to accept dedications of land, payment of fees in lieu thereof, or a combination of both, for park and recreation purposes. The District's initial Master Plan was prepared in 1987, in part to serve as a mechanism by which to acquire parkland dedications and/or payments of fees for the subdivision of land within the District boundaries. In 1999, the updated master plan focused on the growth and development of park and recreation needs for the next 10 years, including the establishment of Landscape Maintenance Districts (LMDs). In 2010, the updated master plan provided a working document that focused the District to meet current needs, positioned the District for future expansion, and allowed the District to address changing demographics and future recreation trends.

In December 2019, Riverside County and Valley-Wide Recreation and Park District updated the Memorandum of Understanding (MOU) to establish protocols to coordinate developer-initiated development projects within the unincorporated portions of the VWRPD service area. The full MOU is provided as an appendix to this master plan and are incorporated into this Master Plan.



Figure 1: Valley-Wide Recreation and Park District Regional Context



The District is governed by a five-member elected Board of Directors who serve four-year terms. A brochure is circulated three times per year providing information on facilities and programs offered.

Today, the District operates and maintains:

- 80+ parks and facilities
- 11 community centers
- 1 aquatic center
- 2 dog parks
- 61 ball fields
- 40 soccer fields
- 13 tennis courts
- 10+ pickle ball courts
- 1 golf course
- 60+ miles of streetscape

STRATEGIC GOALS:

- Improve Financial Position
- Align Organizational Resources
- Articulate Marketing Strategy
- Update the 10-Year Master Plan
- Increase Partnerships
- Fund CIP/Maintenance Needs
- Address Succession Planning
- Agreement Cost/Benefits
- Leverage Technology

Additionally, each year VWRPD hosts 28 special events, parks welcome more than 10,000 visitors daily, and volunteers provide over 210,000 hours of service.

The District adopts budgets every two years and is funded by four sources of revenue: property tax, program fees, benefit assessments, and grants. Property tax and benefit assessments cover the cost of administration, maintenance, acquisition, capital improvements, debt payments (certificates of participation), utilities, and operations. Program fees cover the cost of programs which are self-sustaining. Grant funds can only be used for their specific intended purpose.

C. How the Plan Unfolded

To continue its goal-driven, well-coordinated work, the Board of Directors and staff embarked on updating the 2010 Parks and Recreation Master Plan. The 2020 Master Plan updates the previous plan with goals to maintain, sustain, and improve the existing system, and prepare the District for future growth associated with new development.

An integrated project team consisting of VWRPD staff, GreenPlay, LLC, and RRC Associates guided this comprehensive master plan process. Key tasks included:



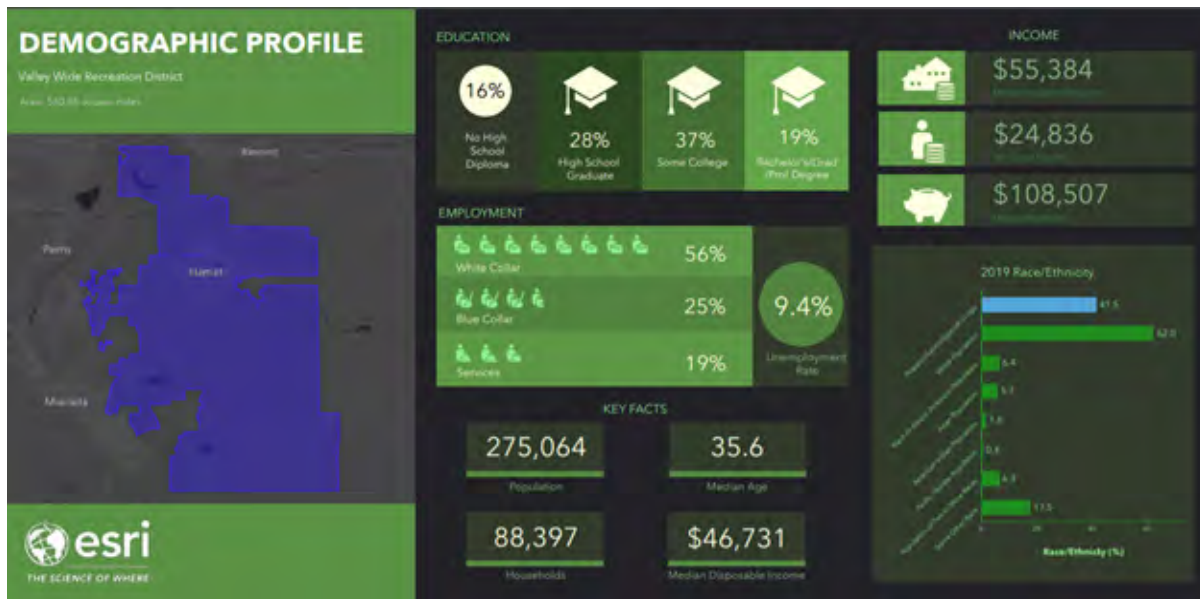
II. THE COMMUNITY AND ITS NEEDS

A. Demographic Profile

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates representing July 1 of the current (2018) and forecast years (2023). Population projections are derived from a combination of models and data sources on both a local and national level. Data was compiled in September 2019. The following topics will be covered in detail in this report:



Figure 2: Valley-Wide Recreation and Park District Demographics Overview of the Most Recent Year (2018)

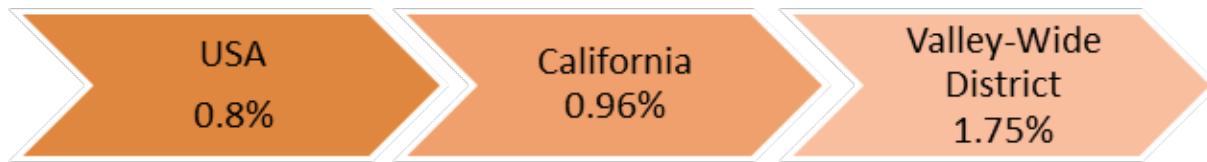


Source: U.S Census Bureau, Esri Business Analyst

Population

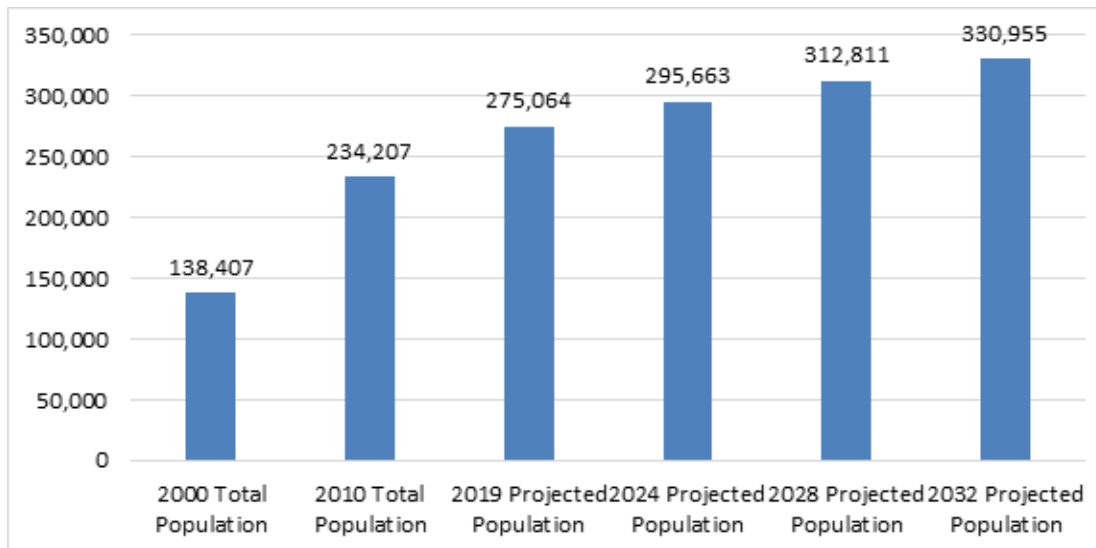
Growth rates can be a strong comparative indicator of an area’s potential for economic development. From 2000 to 2010, VWRPD grew at an annual compound growth rate of 5.4 percent. The District slowed to a rate of 1.75 percent between 2010 and 2019 – still significantly higher than California (0.96%), and the United States (0.8%). The following figure shows a visual representation of the population growth rates between 2010 and 2019.

Figure 3: Population Projected Annual Growth Rates (2010 – 2019)



In 2000, the population totaled over 138,000 people. The District grew rapidly and reached 234,207 people in 2010. If projected growth rates continue, the population could reach more than 330,000 by 2032.

Figure 4: Projected Population Trends from 2000 to 2032



Source: U.S. Census Bureau; 2028 to 2032 Population Projections based off of 2019 to 2024 growth rate (1.45%)

Age & Gender Distribution

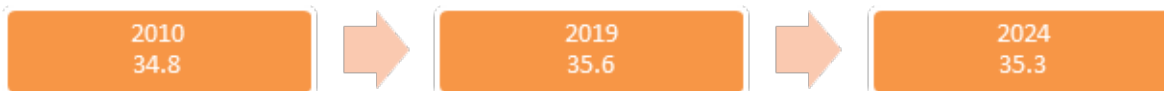
VWRPD has slightly fewer males (48.7%) than females (51.3%). Gender distribution is similar to the State of California and the United States.

Table 1: Valley-Wide Recreation and Park District Gender Distribution Compared to State and National Averages

	VWRPD	California	USA
2019 Female Population (%)	51.28%	50.28%	50.75%
2019 Male Population (%)	48.72%	49.40%	49.25%

The median age in VWRPD in 2019 was 34.8 years old, younger than both the State of California (36.3) and the United States (38.5). The median age in the District is expected to increase slightly but stabilize in 2024.

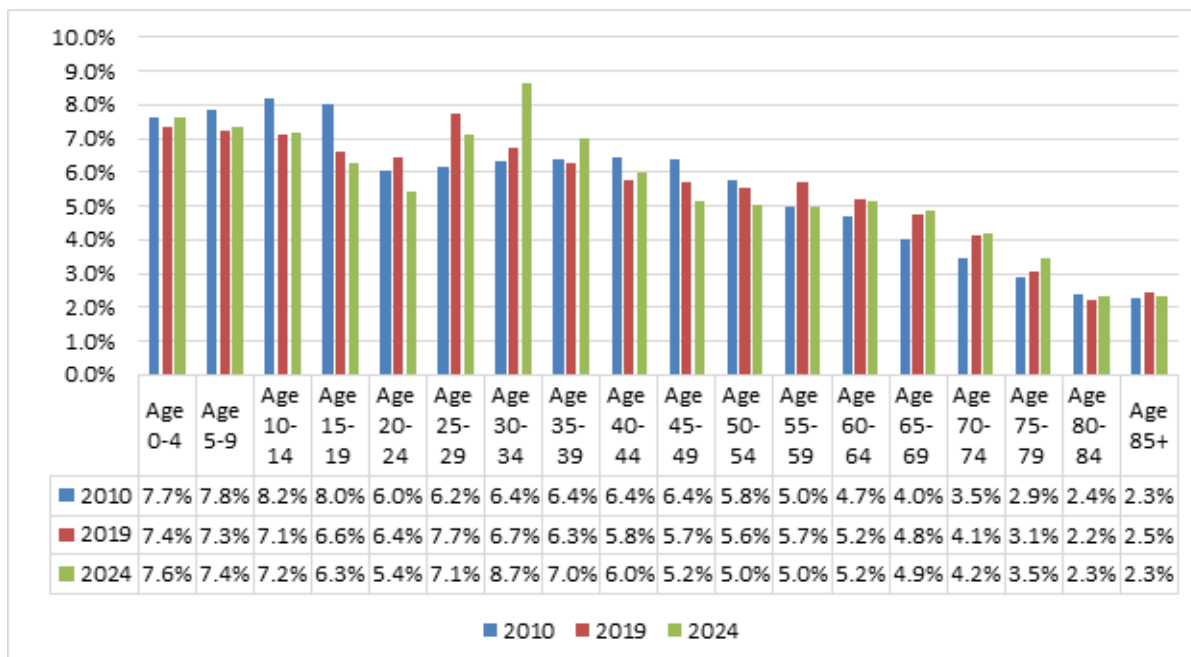
Figure 5: Median Age of Valley-Wide Recreation and Park District between 2010 and 2024



An evaluation of the population age breakdown by five-year increments shown in **Figure 6** highlights the following:

- Between 2010 and 2024, the 30 to 34 age group is expected to increase from 6.4 percent to 8.7 percent of the population. The 35 to 39 age group is also anticipated to increase slightly between 2019 and 2024.
- Older adults (those 60 and older) are expected to increase over the next several years, collectively making up 22 percent of the population in 2024.
- Age groups under 18 decreased from 2010 to 2019, but all of them, except for ages 15 to 19, are expected to see a slight increase by 2024.

Figure 6: 2019 Age Distribution in Valley-Wide Recreation and Park District



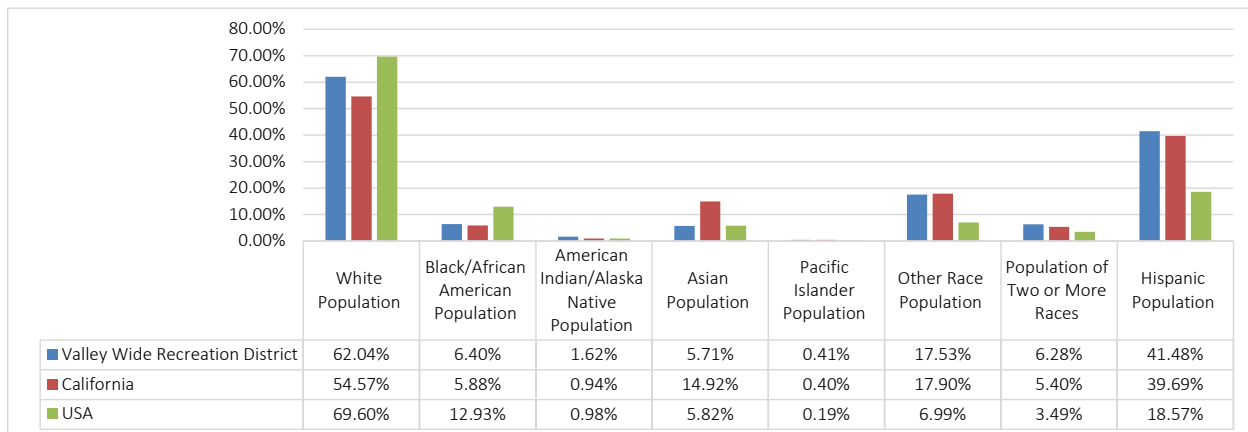
Source: U.S. Census Bureau; Esri Business Analyst

Race/Ethnic Character

In the United States, communities are generally becoming more diverse. Before comparing this data, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census indicates that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arriving in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish are included in all the race categories. **Figure 7** reflects the approximate racial/ethnic population distribution.

- VWRPD had a high percentage of residents that identified as Hispanic (41.5%) compared to the State of California (39.7%) the United States (18.6%).
- Approximately 62 percent of the population in VWRPD was White/Caucasian, compared to 55 percent in California, and 70 percent in the United States.

Figure 7: 2019 Racial/Ethnic Diversity of Valley-Wide Recreation and Park District



Source: U.S Census Bureau; Esri Business Analyst

Educational Attainment

Table 2 shows the percentage of residents (18+) that obtained various levels of education. Approximately 28 percent of the population had obtained a high school or GED equivalent, similar to the rate in the United States (27%). Approximately 16 percent of residents did not receive a high school diploma or equivalent.

Table 2: 2019 Valley-Wide Recreation and Park District Educational Attainment

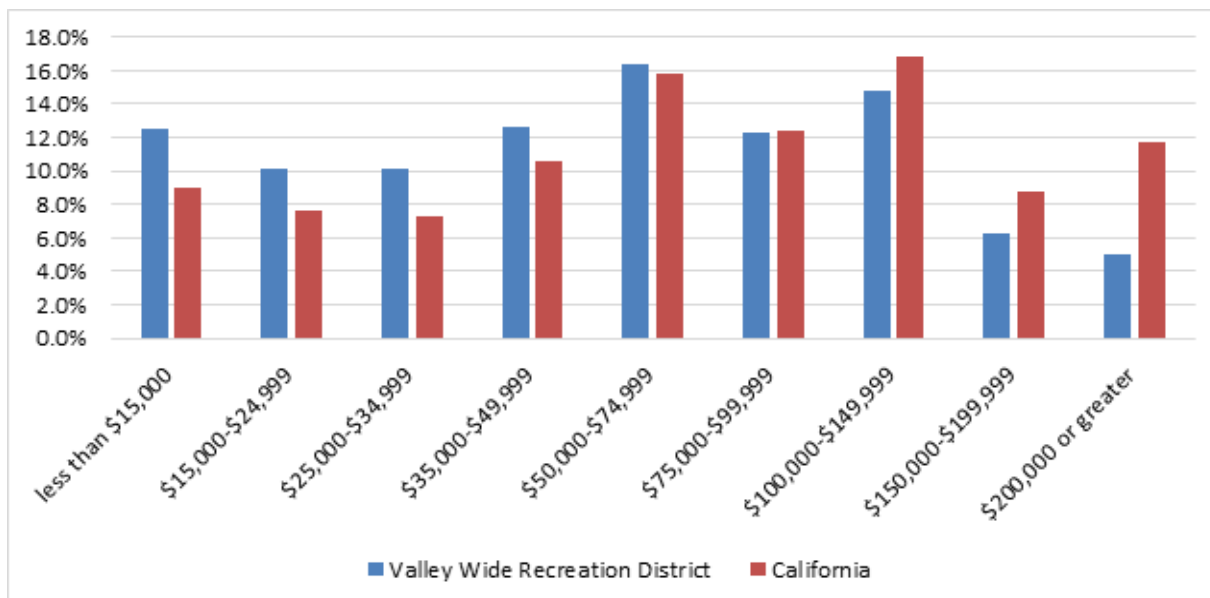
Level of Education	VWRPD	California	USA
Less than 9th Grade	6.83%	8.95%	4.90%
9-12th Grade/No Diploma	9.13%	7.26%	6.74%
High School Diploma	24.29%	18.58%	23.13%
GED/Alternative Credential	3.73%	2.25%	3.90%
Some College/No Degree	28.06%	21.00%	20.23%
Associate degree	9.16%	7.77%	8.58%
Bachelor's Degree	12.20%	21.35%	19.98%
Graduate/Professional Degree	6.60%	12.84%	12.54%

Source: U.S Census Bureau; Esri Business Analyst

Household Data

- The median household income in VWRPD in 2019 was \$55,384. This was lower than both the State of California median income (\$66,297) and the United States (\$60,548). Approximately 13 percent of District residents made less than \$15,000 in 2019.
- The median home value in VWRPD was \$313,473, lower than California (\$556,621) but higher than the United States (\$234,154).
- The average household size was 3.09 persons in VWRPD, compared to 2.92 in California, and 2.59 in the United States.
- About 14.02 percent of households in VWRPD received food stamps, compared to the rate in California at approximately 9.35 percent.
- Greater than one-third (35.21%) of residents live with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is higher than the national average (25%).

Figure 8: Median Household Income Distribution in Valley-Wide Recreation and Park District



Source: U.S Census Bureau, Esri Business Analyst

Employment

- In 2019, roughly 56 percent of the population was employed in white collar positions, which indicates those who typically perform managerial, technical, administrative, and/or professional capacities. Approximately 25 percent were employed by blue collar positions, such as construction, maintenance, etc. About 19 percent of residents were employed by the service industry.
- Also, in 2019, 9.4 percent of the population was unemployed, significantly higher than both the rate of California (5.5%) and the United States (4.6%).
- In terms of commuting, about 17 percent of workers spend seven or more hours commuting back and forth to work each week, and 76.5 percent of commuters drive alone in a car to work.

Figure 9: Employment Overview in Valley-Wide Recreation and Park District, California



Source: U.S Census Bureau; Esri Business Analyst

B. Community and Stakeholder Input

Focus groups, stakeholder interviews, and a public forum were conducted on August 27-29, 2019. These meetings were held throughout the District. The goal of these sessions was to gather the information that would guide the development of the community recreation needs assessment survey. Participants included:

- Users/community members
- District staff
- District Board members
- Special interest groups
- Leadership from within the District

Over three days, the consultant team hosted five focus group meetings and spoke with community members and stakeholders.

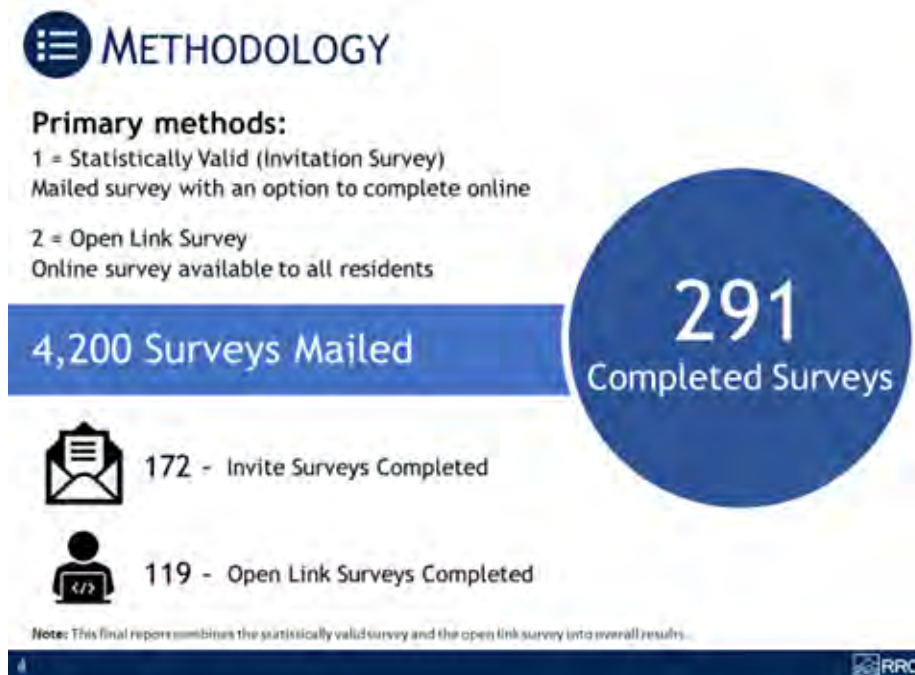
Top priorities that were identified during this portion of the planning process include:

- Make facility improvements/upkeep the current facilities/focus on sustainability
- Maintain current level of service
- Improve branding and marketing/communication with the District
- Keep youth sports and programs at reasonable prices
- Maintain financial stability
- Keep up with technology
- Improve ADA compliance/accessibility

- Determine how to serve the greatest amount of people with new park facilities
- Develop new amenities: restrooms/more shade/more lighted facilities/synthetic turf
- Develop an indoor multi-use field house
- Maintain safety at parks and facilities
- Continue to expand; require the developers to contribute money to pay for the parks
- Be involved in future development early/get resources based on the agreements
- Stay a good steward of resources; ensure the public understands their stewardship

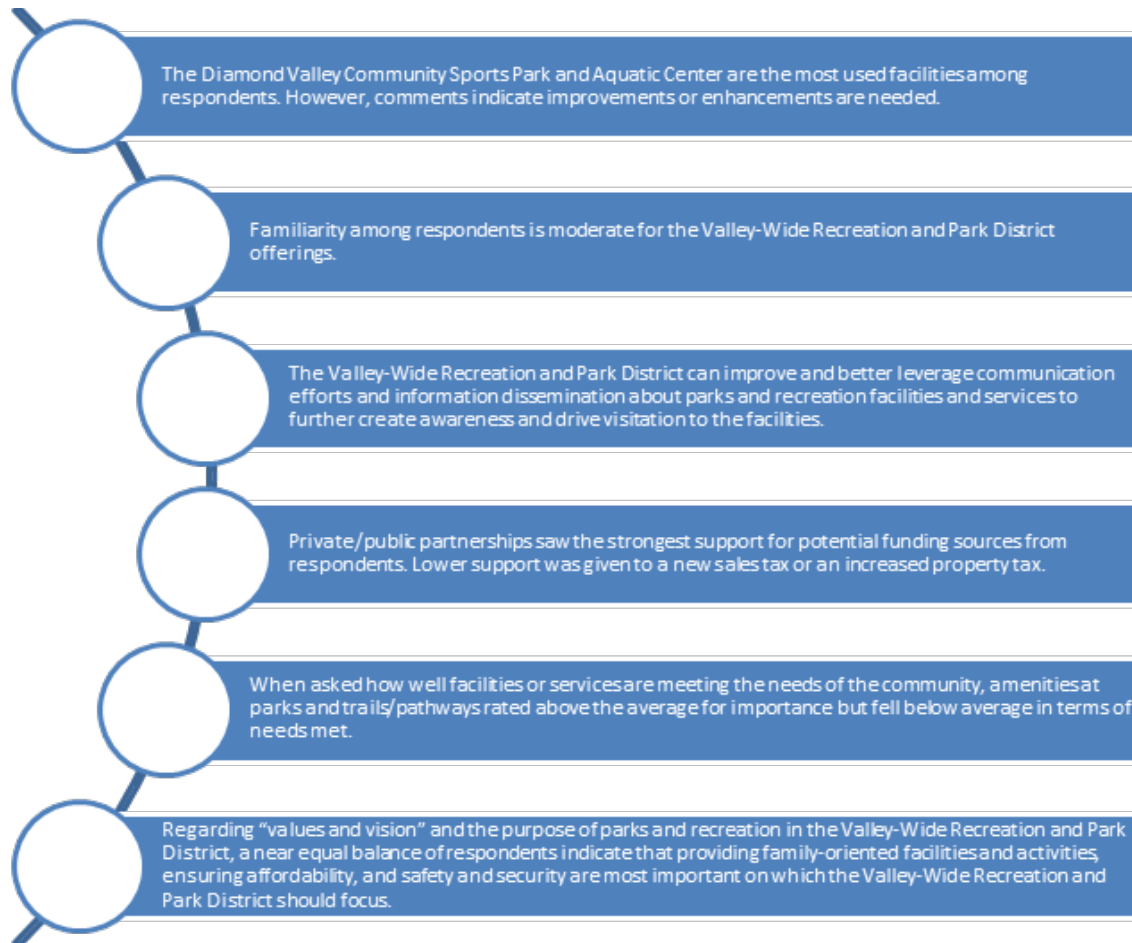
C. Community Needs Assessment Survey Summary

Following onsite public engagement, a statistically valid survey was conducted to assess the opinions, desires, and needs of residents in the District. The survey was conducted using three primary methods: 1) a mailed survey to 4,200 households in the District, 2) an online, password protected invitation website, 3) an open link survey for all other residents who were not included in invitation sample. Invitation or invite respondents were given a unique password to participate through the online survey. Approximately two weeks after the mailed surveys began arriving in mailboxes, the open link survey was made available to all residents who did not receive an invitation survey. Results were kept separate to maintain the statistical validity of the invitation sample. The invitation sample contains 172 completed surveys with the open link closing with 119 completed surveys.



The purpose of the community needs assessment study was to gather community feedback on VWRPD Parks and Recreation facilities, services, programs, amenities, future planning, communication, and more. After reviewing all data received through the survey the consultant team summarized key findings, shown in **Figure 10**, to present a quick overview of the survey outcomes.

Figure 10: Key Findings from the Community Survey



Other findings from the survey are listed below and were integrated into the development of recommendations and action plans for the Master Plan update.

DEMOGRAPHIC PROFILE

Where do you live:

- 55% - Hemet
- 15% - San Jacinto
- 12% - Menifee
- 10% - French Valley
- 4% - Valle Vista
- 3% - Other

27.4 Average number of years living in Valley-Wide Recreation and Park district



35% of respondents are Hispanic, Latino or Spanish Origin

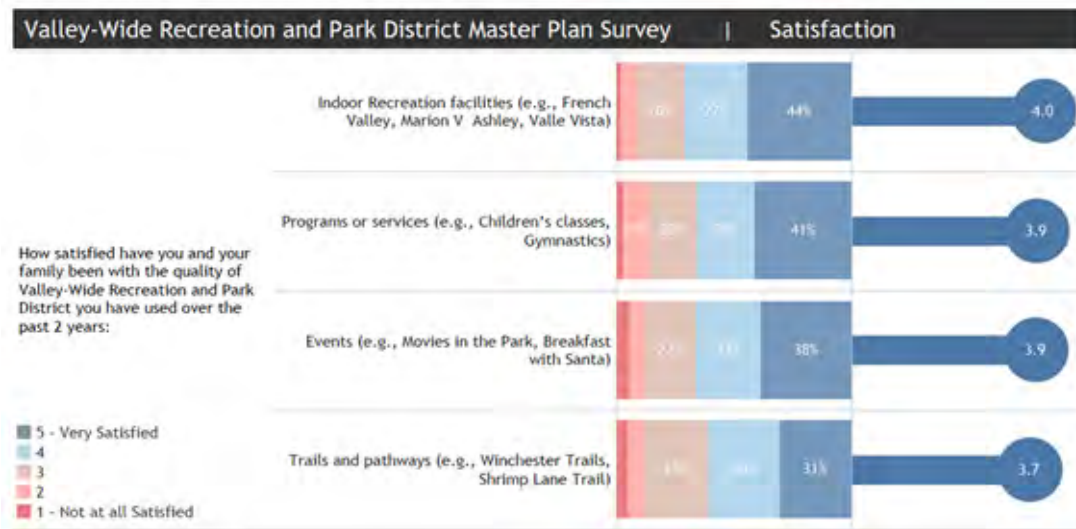


16% of respondents have a need for ADA accessible facilities and amenities

Satisfaction

Overall satisfaction with the quality of Valley-Wide Recreation and Park District is well above average. Indoor recreation facilities rated the highest, with 71 percent either satisfied or very satisfied. Programs or services has the largest share of respondents give a poor rating, with 14 percent being somewhat dissatisfied or not at all satisfied with the quality.

Figure 11: Survey Responses: Satisfaction



Future Needs to Increase Usage

When asked what the most important items that, if addressed, would increase use at parks and recreation facilities, better condition/maintenance of parks or facilities, improved communication about offerings, and better lighting were among the top for respondents.

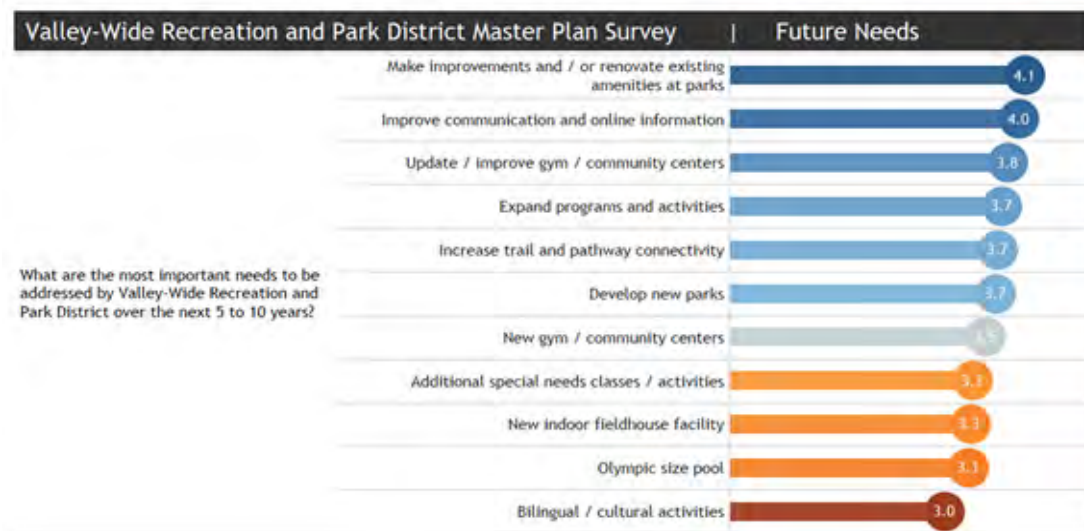
Figure 12: Survey Responses: What Would Increase Your Usage?



Needs to Address Over Next 5 to 10 Years

When asked what are the most important needs for the Valley-Wide Recreation and Park District to be address over the next 5 to 10 years, make improvements and/or renovate existing amenities at parks, improved communication and online information, and updates or improvements to gyms and community centers were the most important needs to respondents.

Figure 13: Survey Responses: Community Priorities



Communication Methods

When asked which method of communication is the best, most respondents highlighted social media, followed by the Valley-Wide Recreation and Park District website and email.

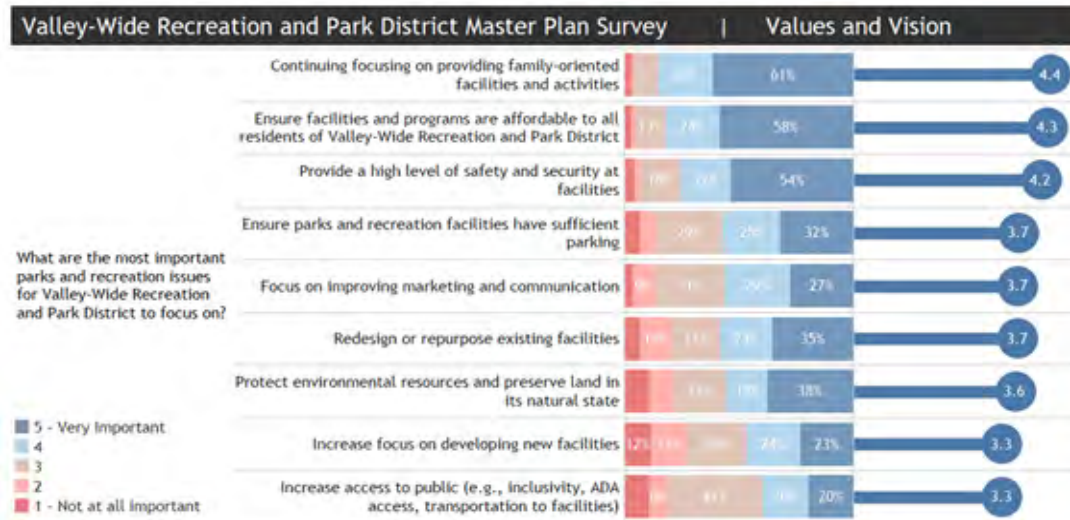
TOP 5 METHODS OF RECEIVING INFORMATION



Values and Vision for Future

Providing family-oriented facilities and activities, ensuring affordability, safety, and security rated the highest to focus on in terms of importance for the Valley-Wide Recreation and Park District.

Figure 14: Survey Responses: Values and Vision



D. Parks and Facilities Inventory and Assessment

Parks and facilities were inventoried and assessed for function and quality in August 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site. Find further definitions and discussions in **Appendix B**.

A formula was applied that combines the assessments of a site’s components and modifiers to generate a score or value for each component and the entire site. The study uses the resulting values to compare sites to each other and to analyze the overall performance of the park system.

One new park opened in January 2020 and is not included in the following mapping or analysis due to timing. Jim Venable Exchange Club Park is just south of Valle Vista Community Center in Hemet. This 8-acre park features pickleball courts (4), tennis courts (2), horseshoe pits, basketball courts, playground, grass volleyball court, open turf, a fitness course, and a loop walk.

Assessment Summary

Observations and conclusions based on visits to each park or facility include the following:

- A wide variety and diversity of park types, sizes, and age of facilities
- Well maintained parks but some deferred maintenance issues
- Most common components include playgrounds, open turf, shelters, courts, and sports fields

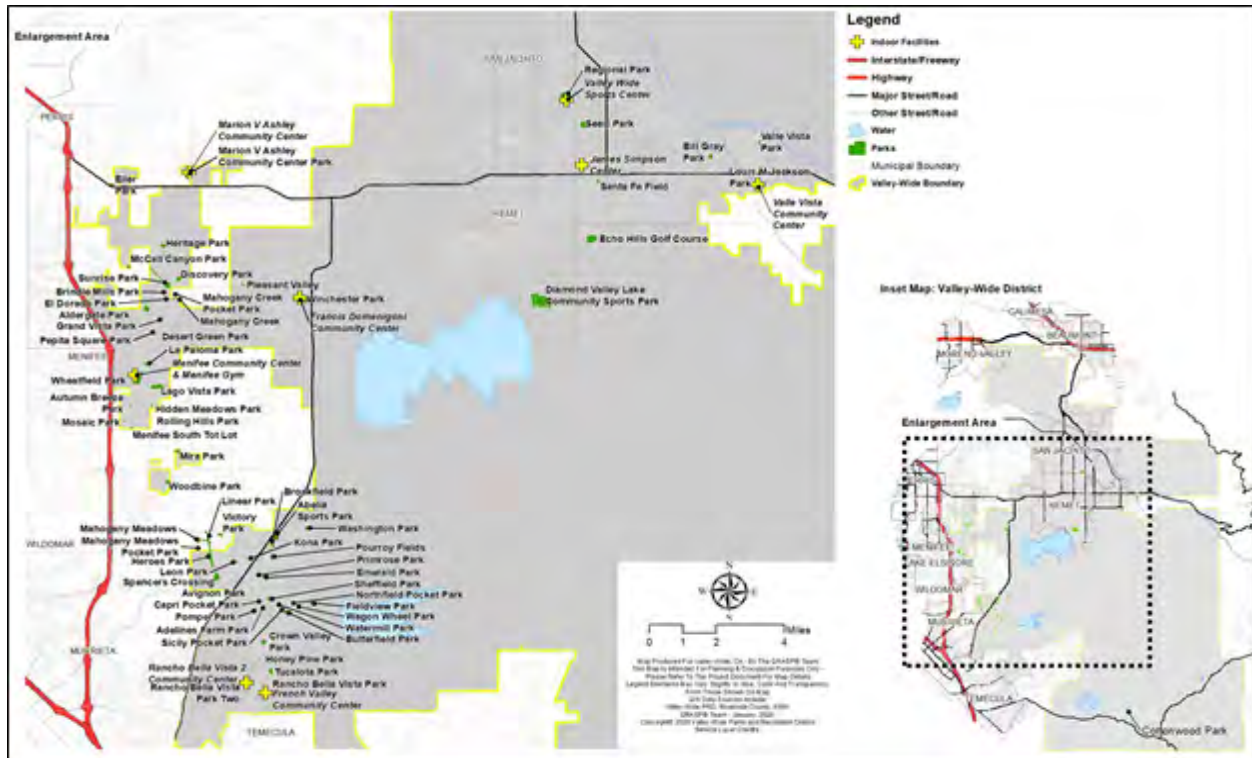
The following images represent those captured during site visits for the inventory and assessment of parks and facilities.



System Map

The following map shows park and recreation facilities across VWRPD.

Figure 15: System Map



Find larger scale maps in the appendix.

Below are examples of GIS inventory map and datasheet from Discovery Park. For full inventory maps and data sheets, see the Inventory Atlas, which was provided as a supplemental document to the Master Plan.



Initial Inventory Date:		8/12/2019		Owner:		VALLEYWIDE	
54	Total Neighborhood (NAPSI) Score	61.2	Total Community (NAPSI) Score	Approximate Park Acreage:	11.4		
Drinking Fountains	2	Shade	0	Design and Ambiance			
Seating	2	Trail Connection	2	3			
BBQ Grills	2	Park Access	2				
Dog Pick-Up Station	2	Parking	2				
Security Lighting	0	Seasonal Plantings	0				
Blue Parking	0	Ornamental Plantings	0				
Restrooms	2	Picnic Tables	2				
General Comments							
Components with Score							
MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments	
URS	PARCELS	1		2	2		
URS	Open Turf	1		2	2		
URS	Diamond Field	1		2	2	Will make and fix	
URS	Baseball Field	2		2	2		
URS	Picnic Ground	1		1	1		
URS	Shade, Large	1		2	2		

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Table 3: Summary of VWRPD Outdoor Locations

LOCATION	GIS Acres	Aquatics, Complex	Basketball Court	Basketball, Practice	Batting Cage	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Disc Golf	Dog Park	Educational Experience	Fitness Course	Game Court	Golf	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, All Sizes	Rectangular Field, Large	Rectangular Field, Multiple	Rectangular Field, Small	Shelter, All Sizes	Tennis Court	Tennis, Complex	Tennis, Practice Wall	Trail, Multi-use	Trailhead	Volleyball Court	Total Components	Total Unique Components		
Abelia Sports Park	23.0			2			2									1	1	1	1			1	1			2	1					1	14	11			
Adelines Farm Park	1.5															1		1					1				1							1	4	4	
Aldergate Park	11.8						1				1					1					2	1	1									1		8	7		
Autumn Breeze Park	2.2																		1				1												2	2	
Avignon Park	1.0			1																															1	1	
Bill Gray Park	6.9			2			1						1			2		1					1												8	6	
Brindle Mills Park	0.5																			1			1				1								3	3	
Brookfield Park	11.9			2			1									1		1					1	1			1						1	9	8		
Butterfield Park	7.3			2			1												1				1		1										6	5	
Capri Pocket Park	0.2															1		1																	2	2	
Cottonwood Park	11.2			2			1							1		2			1				1				1						1	10	8		
Crown Valley Park	11.6		2				1																1		1	2	1	2							10	7	
Desert Green Park	0.4																		1																	1	1
Discovery Park	11.4			2			1												1			1					1								6	5	
DVL Community Sports Park	121.5	1				1	8	1													4			3			1								19	7	
Echo Hills Golf Course	36.6														1																				1	1	
El Dorado Park	4.5						1									1		1					1				2								6	5	
Eller Park	4.6			2			1									1		1				1	1				1								8	7	
Emerald Park	7.3			2			1												1				1		1										6	5	
Fieldview Park	7.2			2			1															1	1		1		1								7	6	
Grand Vista Park	0.2																		1	1																2	2
Heritage Park	7.5			2																			1	1			2									6	4
Heroes Park	20.7										1	1	1				1							1			2									7	6
Hidden Meadows Park	1.3															1		1					1										1		4	4	
Honey Pine Park	0.8																		1				1				1								3	3	
Kona Park	1.0																	1					1												2	2	
La Paloma Park	6.3															1		1				1	1												4	4	
Lago Vista Park	22.1			2			3									1		1				1	1	1			2								12	8	
Leon Park	1.8			2												1		1					1				1								6	5	
Linear Park	16.9												1						1				2				3				1				8	5	
Louis M Jackson Park	9.3						3												1				1				4								9	4	
Mahogany Creek	4.7			2															1				1				1				1				6	5	
Mahogany Creek Pocket Park	0.3																		1	1															2	2	

LOCATION	GIS Acres	Aquatics, Complex	Basketball Court	Basketball, Practice	Batting Cage	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Disc Golf	Dog Park	Educational Experience	Fitness Course	Game Court	Golf	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, All Sizes	Rectangular Field, Large	Rectangular Field, Multiple	Rectangular Field, Small	Shelter, All Sizes	Tennis Court	Tennis, Complex	Tennis, Practice Wall	Trail, Multi-use	Trailhead	Volleyball Court	Total Components	Total Unique Components		
Mahogany Meadows	8.9			2			1														1	1	1			3							9	6			
Mahogany Meadows Pocket Park	0.4																		1			1												2	2		
Marion V Ashley Community Center Park	16.5					1	2									1	1					1				1								7	6		
McCall Canyon Park	4.0			2												1	1					1												5	4		
Menifee South Tot Lot	1.6																		1	1			1											3	3		
Mira Park	7.2			2			1												1				1				1							6	5		
Mosaic Park	2.3			2												1	1						1				1							6	5		
Northfield Pocket Park	0.2																		1	1														2	2		
Pepita Square Park	0.4																		1																1	1	
Pleasant Valley	2.4																																		0	0	
Pompei Park	0.3																		1	1															2	2	
Pourroy Fields	6.5																								1										1	1	
Primrose Park	1.8																		1				1				1						1		4	4	
Rancho Bella Vista Park	8.8			1			1				1					1	1				1	1	1				1							9	9		
Rancho Bella Vista Park Two	4.4			1															1	2			1			1	1							7	6		
Regional Park	51.8		1		2	2	6	1	1				1			9	1		1				1	3			4	6	1					40	15		
Rolling Hills Park	0.7																						1				1								2	2	
Santa Fe Field	3.0						1																												1	1	
Searl Park	16.1					1	3	1															1	1											7	5	
Sheffield Park	13.5						2												1					3		2									8	4	
Sicily Pocket Park	0.3																		1	1															2	2	
Spencers Crossing	16.8		1				2									1	1					1	1			3	3								13	8	
Sunrise Park	23.6			2			1		1										1				1				1				1				8	7	
Tucalota Park	8.0		1				1																1	1			1								5	5	
Valle Vista Park	3.3			1						1						2							1				1								5	4	
Victory Park	8.0			2			1												1				1	1			1								7	6	
Wagon Wheel Park	0.7																		1				1												2	2	
Washington Park	6.9			2			1												1				1		1		1								7	6	
Watermill Park	0.3																		1	1																2	2
Wheatfield Park	36.5		1				5	1				1				1	1		1				1					2		1				1	16	11	
Winchester Park	24.7		1	2			3													1			1	2			2	1							13	8	
Woodbine Park	8.5			2													1		1				1	1											6	5	
Totals:	375.3	1	7	48	2	5	58	4	2	1	6	3	4	1	1	14	22	1	46	13	6	8	48	23	6	8	52	12	1	1	3	1	6				
Percentage of Parks w/ Component:		2%	9%	40%	2%	6%	46%	6%	3%	2%	3%	5%	6%	2%	2%	6%	32%	2%	71%	18%	3%	12%	72%	25%	9%	6%	52%	8%	2%	2%	5%	2%	9%				

Trails

GIS available for this study does not include trails data. However, research reveals trails information provided in the Riverside County Regional Park and Open-Space District, Comprehensive Trails Plan, from December 2017, specifically in the San Jacinto Valley Area Plan.

- “The San Jacinto Valley Area Plan provides policies that seek to:
 - “Require private development along the River to provide for riding, hiking, and biking trails and connections to the countywide system of trails.
 - “Develop, maintain, and improve the trails and bikeways within the San Jacinto Valley Area Plan, and as discussed in the Nonmotorized Transportation section of the General Plan Circulation Element.”



The document mentions VWRPD and associated cities several times as follows:

- “San Jacinto Valley Area Plan, covering a portion of western central Riverside County, includes a portion of Diamond Valley Lake and the Cities of Hemet and San Jacinto.
- “A number of unincorporated communities fall outside of these jurisdictions, but within the planning area. Outside of the cities mentioned above, hills and agricultural lands are predominate, with a small amount of residential and rural residential land uses east and south of the City of Hemet, and a substantial amount of tribal lands, conservation or other open space lands, and agriculture comprising most of the remaining area.
- “Notable trails in this area include a Class I Bike Path/Regional Trail System that runs through the southern part of the plan area near the Diamond Valley Recreation Area. The path connects with another regional trail system that runs both in the southern half of the area plan and along the San Jacinto River. The trail capitalizes on the natural features of the area and creates access to the river for area residents. The regional trail also connects with another bike path that follows State Route 79.”

The document also lists many trails partners within the county. The listings include VWRPD is as follows:

Trail Partners

A number of partners throughout Riverside County provide trail users with a high-quality trail experience by operating, maintaining and otherwise supporting trail systems in their respective areas or managed lands. These partners range from the federal to the community level, with varying operational context from each organization.

FEDERAL	STATE	PRIVATE	REGIONAL / COUNTYWIDE
National Park Service	California State Parks	Center for Natural Lands Management	Coachella Valley of Associated Governments
Bureau of Land Management	State of California Department of Fish & Wildlife	Inland Empire Waterkeeper	Desert, Jurupa Area, and Valley-Wide Recreation and Park Districts

Other mentions in this report include discussions on current trails and development guidelines:

- “Hemet General Plan (2012) Guidelines are largely descriptive, providing conceptual intent for opens space, multi-use, and equestrian trails. A table provides information on minimum and maximum widths, surfaces, and shoulders for trails.
- “City of Menifee Landscape Standards (2015) The recreational trail design standards appendix provides an overview of street crossings and trail standards, including detailed requirements for clearances, grades, surfaces, and construction standards. No construction drawings or cross-sections are provided.
- “Desert, Jurupa Area, and Valley-Wide Recreation and Park Districts: Recreation districts have been established in these areas to provide for parks and recreational facilities in the respective places. Having these districts in place creates a special incentive for local users to have access to parks, trails, and other facilities funding through special provisions. Riverside County has a special district for its parks and open space.”

The document also lists VWRPD as a “Potential Design Leadership Organization.” In addition to “Potential Management and Maintenance Leadership.”

Table 5-4. Trail Partner Applicability Matrix

RIVERSIDE COUNTY (RC) PARTNER NAME	SCOPE OF OPERATIONS	ADVOCACY	DESIGN
CA Department of Parks and Recreation	State		●
CA Department of Fish and Wildlife	State		●
RC Flood Control and Water Conservation District	County		●
RC Habitat Conservation Agency	County		●
RC Health Coalition	County	●	
RC Parks and Open-Space District	County		●
RC Planning Department	County		●
RC Sheriff	County		
RC Transportation Commission	County		●
Riverside University's Public Health System	County	●	
RC Transportation Department	County		●
Riverside Economic Development Agency	County	●	
Coachella Valley of Governments	Regional		●
Desert Recreation District	Regional		●
Jurupa Recreation and Park District	Regional		●
Valley-Wide Recreation and Park District	Regional		●

Indoor Facilities

Indoor facilities were inventoried and cataloged based on the following table. Indoor facilities vary greatly in their offerings. Multi-purpose spaces dominate the indoor facilities while gymnasiums and small kitchens are also available at many of the facilities.

Table 4: Summary of Valley-Wide Recreation and Park District Indoor Locations

LOCATION	Arts and Crafts	Climbing Wall	Gymnasium	Kitchen - Commercial	Kitchen - Kitchennette	Multi-purpose	Racquetball	Total Components	Total Unique Components
Cottonwood Community Center			1					1	1
Francis Domenigoni Community Center			1		1	2		4	3
French Valley Community Center			1		1	1		3	3
James Simpson Center	2				1	3		6	3
Marion V Ashley Community Center			1	1		2		4	3
Menifee Community Center and Menifee Gym		1	1		1	1		4	4
Rancho Bella Vista 2 Community Center	1					1		2	2
Searl Park Multipurpose Room						1		1	1
Valle Vista Community Center			1	1		4	1	7	4
Valley Wide Sports Center			1	1		4		6	3
System Totals:	3	1	7	3	4	19	1	38	7
<i>Percentage of Facilities</i>	<i>20%</i>	<i>10%</i>	<i>70%</i>	<i>30%</i>	<i>40%</i>	<i>90%</i>	<i>10%</i>		

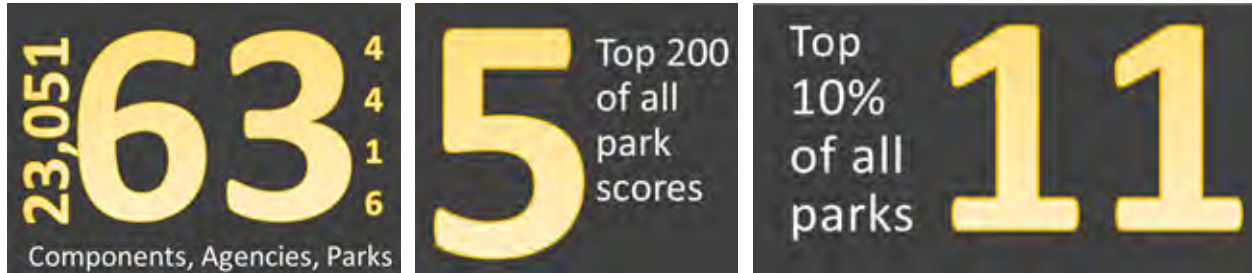
Park Ranking

In addition to locating components, assessments included the functional quality of each component. The following table displays the ranking of each park based on an overall score for its components and modifiers. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower. The orange bar length reflects a park's overall score relative to the highest-ranking (Regional Park). There is no ultimate or perfect score. Scores are cumulative and based on the total number and quality of the components at a park in addition to the availability of such amenities as restrooms, drinking fountains, seating, parking, and shade.

Table 5: Park Ranking Table

LOCATION	GRASP [®] Score/Rank	LOCATION	GRASP [®] Score/Rank
Regional Park	174	Mosaic Park	33.6
DVL Community Sports Park	151.2	Tucalota Park	33.6
Spencers Crossing	138.45	Leon Park	31.2
Abelia Sports Park	122.4	McCall Canyon Park	26.4
Lago Vista Park	113.1	Valle Vista Park	26.4
Heroes Park	108	Hidden Meadows Park	24
Mahogany Meadows	91.65	Primrose Park	24
Linear Park	90	La Paloma Park	22.8
Wheatfield Park	87.6	Adelines Farm Park	22
Louis M Jackson Park	73.2	Cottonwood Park	22
Winchester Park	72	Brindle Mills Park	19.2
Discovery Park	61.2	Honey Pine Park	17.6
Crown Valley Park	60	Mahogany Meadows Pocket Park	16.8
Marion V Ashley Community Center Park	55.2	Menifee South Tot Lot	15.4
Eller Park	52.8	Autumn Breeze Park	14.4
Brookfield Park	48	Rolling Hills Park	14.4
Rancho Bella Vista Park	48	Capri Pocket Park	13.2
Sunrise Park	45.6	Grand Vista Park	13.2
Aldergate Park	43.2	Kona Park	13.2
Bill Gray Park	43.2	Mahogany Creek Pocket Park	13.2
Searl Park	43.2	Northfield Pocket Park	13.2
Sheffield Park	43.2	Pompei Park	13.2
El Dorado Park	38.4	Sicily Pocket Park	13.2
Fieldview Park	38.4	Wagon Wheel Park	13.2
Rancho Bella Vista Park Two	38.4	Watermill Park	13.2
Victory Park	38.4	Echo Hills Golf Course	9.6
Washington Park	38.4	Desert Green Park	8.8
Mira Park	36	Pepita Square Park	6.6
Woodbine Park	36	Avignon Park	4.4
Butterfield Park	33.6	Pourroy Fields	4.4
Emerald Park	33.6	Santa Fe Field	3.85
Heritage Park	33.6	Pleasant Valley	2.2
Mahogany Creek	33.6		

VWRPD parks were compared to other agencies across the county by using these scores. The GRASP® National Dataset currently consists of 63 agencies, 4,416 parks, and over 23,000 components. Compared to all other agencies and parks in the dataset, VWRPD has five parks in the top 200 parks in terms of overall GRASP® score. The District also has eleven parks in the top ten percent. VWRPD compares favorably to many other agencies analyzed in the last few years.



Indoor Ranking

Similar to park rankings, indoor facilities are also listed in order of GRASP® scoring. The following table displays the ranking of each indoor facility based on an overall score for its components and modifiers. In general, indoor facilities at the top of the list offer more and better recreation opportunities than those ranked lower. The orange bar length reflects an indoor facility’s overall score relative to the highest ranking (Valle Vista Community Center). There is no ultimate or perfect score. Scores are cumulative and based on the total number and quality of the components at an indoor facility.

Table 6: Indoor Rankings

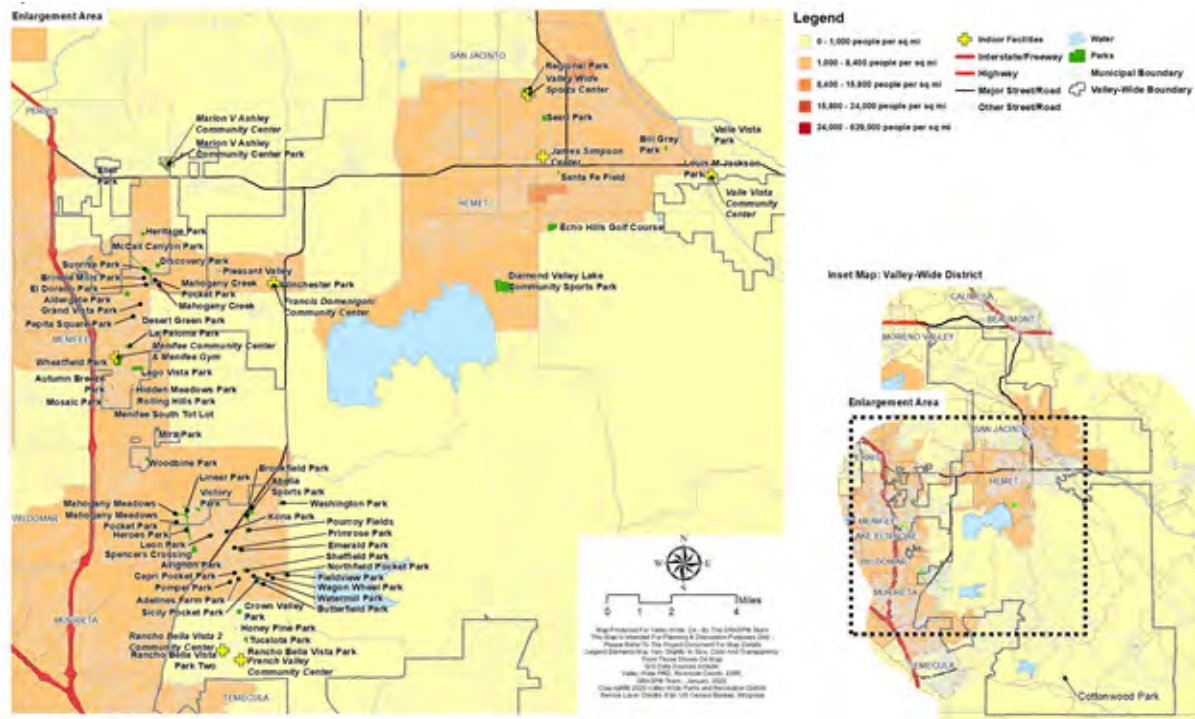
Indoor Location	GRASP® Indoor Score/Rank
Valle Vista Community Center	33.6
Valley Wide Sports Center	28.8
James Simpson Center	24
Marion V Ashley Community Center	19.2
French Valley Community Center	14.4
Menifee Community Center and Menifee Gym	12
Rancho Bella Vista 2 Community Center	8.8
Francis Domenigoni Community Center	8.4
Searl Park Multipurpose Room	4.8
Cottonwood Community Center	1.1

Note: No National GRASP® comparisons currently exist for indoor facilities.

Population Distribution and Density

When discussing access to recreation, it is helpful to understand the population distribution and density in VWRPD. In **Figure 16**, areas of higher population density are shown in darker orange, while areas that are less densely populated are lighter in color. Orange shade indicates areas of slightly higher density; also, a couple of small areas of moderate population density (medium orange). Much of VWRPD has a similar very low density, as indicated by the yellow tone.

Figure 16: 2019 Population Density



Population Density based on population per square mile by census block group

Level of Service Analysis

Level of Service (LOS) measurements evaluate how parks, open spaces, and facilities in VWRPD serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

Why Level of Service?

Level of Service describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people’s connection to their communities and lifestyles focused on outdoor recreation and healthy living.

An analytical technique known as GRASP® (Geo-Referenced Amenities Standard Process) was used to analyze Level of Service provided by assets in VWRPD. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area. A detailed history and description of GRASP® Methodology may be found in **Appendix C**.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many communities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of park and recreation services across the District.

Perspectives and Other Analyses

Perspectives are maps and data produced using the GRASP® methodology. Each perspective shows service across the study area. Data analysis also incorporates statistics. Maps, tables, and charts provide benchmarks or insights useful in determining community success in delivering services. Find further discussion on Perspectives and other GRASP® terminology in **Appendix B**.

Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of Perspectives for examining the park system:

1. A Neighborhood Access perspective uses a travel distance of one mile from home or elsewhere to a park or facility, assumed to be a suitable distance for travel by bike, bus, automobile, or perhaps a long walk.
2. A Walkable Access perspective uses a shorter catchment distance representing a ten to fifteen-minute walk. See **Appendix B** for further discussion on walkability standards.

For each perspective, combining the catchment area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative LOS of all features.

GRASP® Level of Service perspectives use overlapping catchment areas to yield a “heat map” that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.



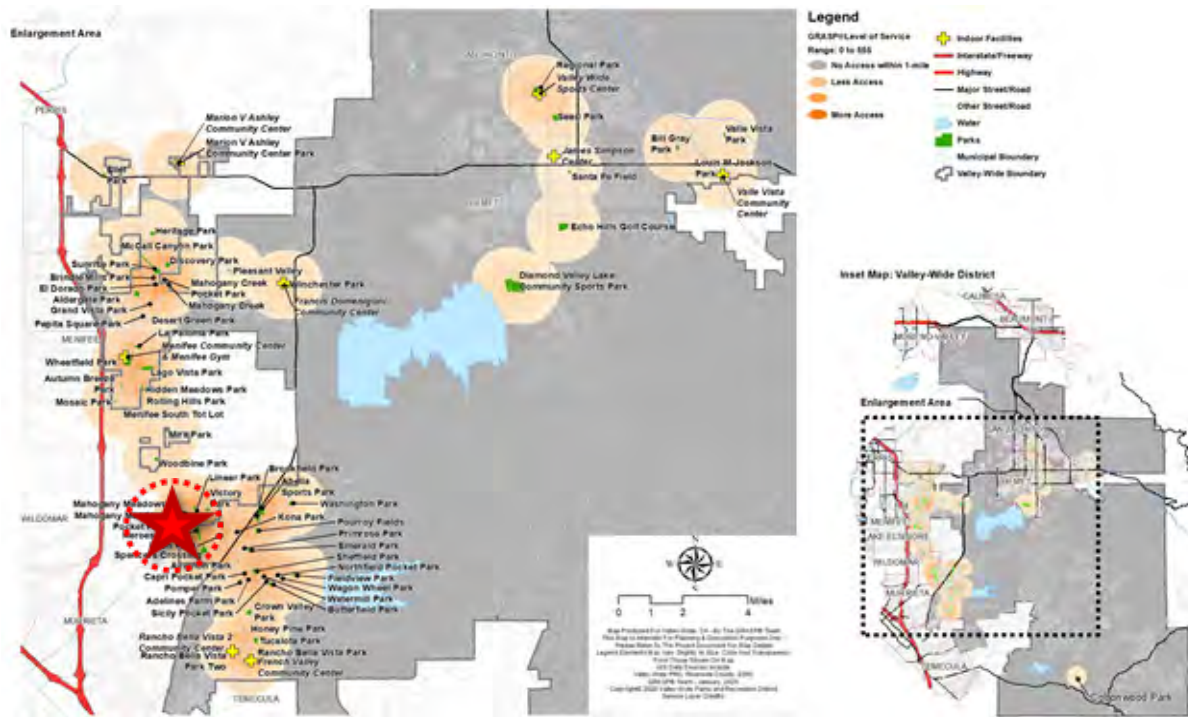
Assumptions

1. Proximity relates to access. A feature within a specified distance of a given location is considered “accessible” from that location. “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood access relates to one-mile proximity, a reasonable distance for a drive in a car, or by bicycle.
3. Walkable access relates to ½-mile proximity, a reasonable ten-minute walk.
4. Walkable access is affected by barriers, obstacles to free and comfortable foot travel.
5. The LOS value of a map point is the cumulative value of all features accessible at that location.

Neighborhood Access to Outdoor Recreation

A series of LOS “heat maps” were created to examine neighborhood access to outdoor recreation opportunities including all outdoor recreation providers. Darker gradient areas on the images indicate where there are more and higher quality recreation assets available based on a one-mile service area. In general, these images also show that VWRPD has a variable distribution of parks and facilities. Gray areas indicate that recreation opportunities are beyond a one-mile service area.

Figure 17: VWRPD Neighborhood Access to Outdoor Recreation



Areas of higher concentration are notable around the District with the highest values in the regions around Mahogany Meadows Park in French Valley. As an example, a red star indicates the highest GRASP® value area (544) in the image above. From the red star, a resident has access to 48 outdoor recreation components in seven different locations. This example highlights that the level of service may come from a few significant scoring parks or many various parks within a one-mile radius. Further analysis of this perspective indicates that most of the VWRPD residents are not within one mile of an outdoor recreation opportunity. Find additional statistics in the following table:

Table 7: Map statistics for Figure 17

	A	B	C	D	E
	Percent of Total District with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre/ Population per acre	GRASP® Index
VWRPD	9%	0 – 555	84	151	8

- **Column A:** Shows the percentage of the district that has at least some service (LOS >0). VWRPD has very extreme circumstances by providing services to such a large geographic area but with several different population centers.
- **Column B:** For any location on the map, there is a numerical value that corresponds to the orange shading called the GRASP® value and results from the overlay or cumulative value of the scores of components accessible from that location. Values for different places on the map can be compared to one another, so a person in a location with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lower value (lighter orange) area. VWRPD GRASP® values range from a low of 0 to a high of 555.

- **Column C:** VWRPD’s value of 84 is well below the average and median GRASP® value for other comparable GRASP® agencies, but the size of the district is also significantly greater than the other similar population size agencies.
- **Column D:** Shows the results of dividing the number from Column C by the population density of the area. Compared to agencies of a similar total population for which GRASP® data is available, VWRPD’s population density is far lower than the other agencies. VWRPD’s score of 151 is significantly higher than the other agencies, which highlights the impact of overall population density on this measure.
- **Column E:** The GRASP® Index, effectively the GRASP® value per capita, involves dividing the total value of all the components in the system by the population of VWRPD. These last two numbers (column C & D) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived using all components and does account for vital regional resources residents may access outside those limits. VWRPD’s score of 8 is the lowest on the comparable list.

GRASP® Comparative Data

Table 8 provides comparative data from other communities of similar population to VWRPD across the country. Because every community is unique, there are no standards or “correct” numbers. However, there are several interesting similarities and differences when making these comparisons.

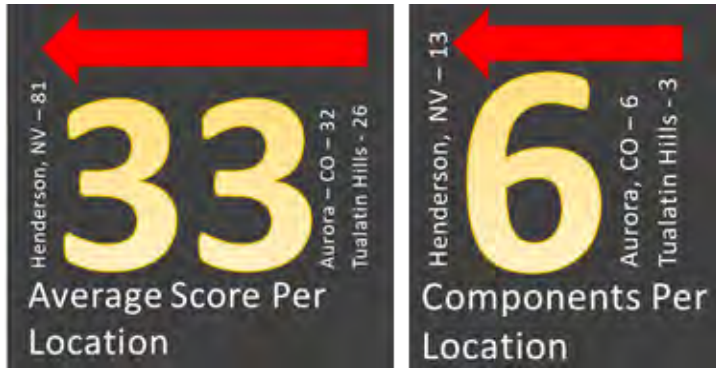
First, comparing the total number of locations, VWRPD tends toward the bottom when compared to similar agencies.



In the parks per capita and components per capita, VWRPD is also toward the bottom of the list at 0.2 parks per 1,000 residents.



In contrast, though, the parks that the District does own or maintain are reasonably similar in average score and the average number of components per location.



These comparisons would indicate that VWRPD residents have access to fewer parks and components than other similar size agencies, but the parks that they do have access to are comparable to other agency parks. Find these comparisons and others in the following table. Please note that the inventory and analysis only include VWRPD owned or maintained properties. Residents may have reasonable access to recreation opportunities provided by alternative providers.

Table 8: GRASP® Comparative Data

STATE	CITY	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	Population Density (per acre)	% of Population with Walkable Target Access	People per Park	Park per 1k People
OR	Tualatin Hills PRD	2018	265,078	35,010	270	898	3	7125	27	26	100%	489	3.4	65	7.6	72%	982	1.0
CA	Valley-Wide	2020	275,064	490,802	65	414	6	2154	8	33	9%	84	1.5	150	0.6	22%	4232	0.2
NV	Henderson	2018	290,567	68,249	65	854	13	5236	18	81	83%	202	2.9	47	4.3	46%	4470	0.2
CO	Aurora	2019	374,154	101,646	155	920	6	4997	13	32	63%	180	2.5	49	3.7	69%	2414	0.4

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Walkable Access To Recreation

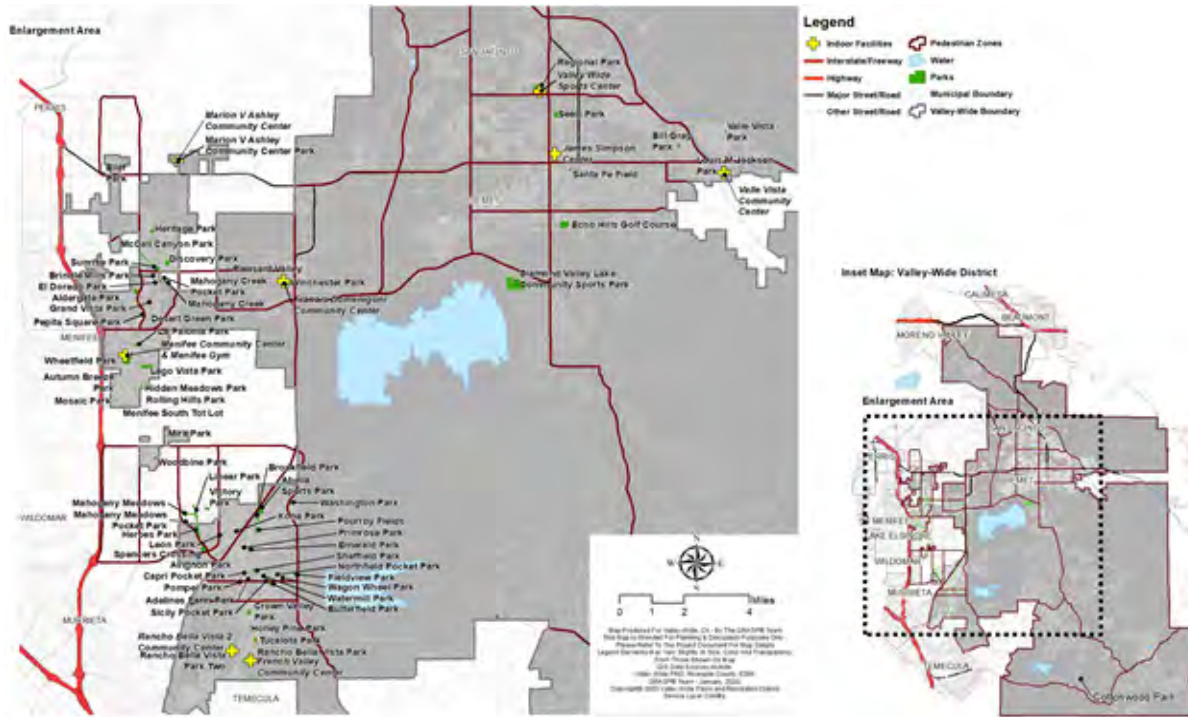
Walkability analysis measures access to recreation components by walking. One-half mile catchment radii have been placed around each component and shaded according to the component's GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Pedestrian Barriers

Figure 18: Walkability Barriers

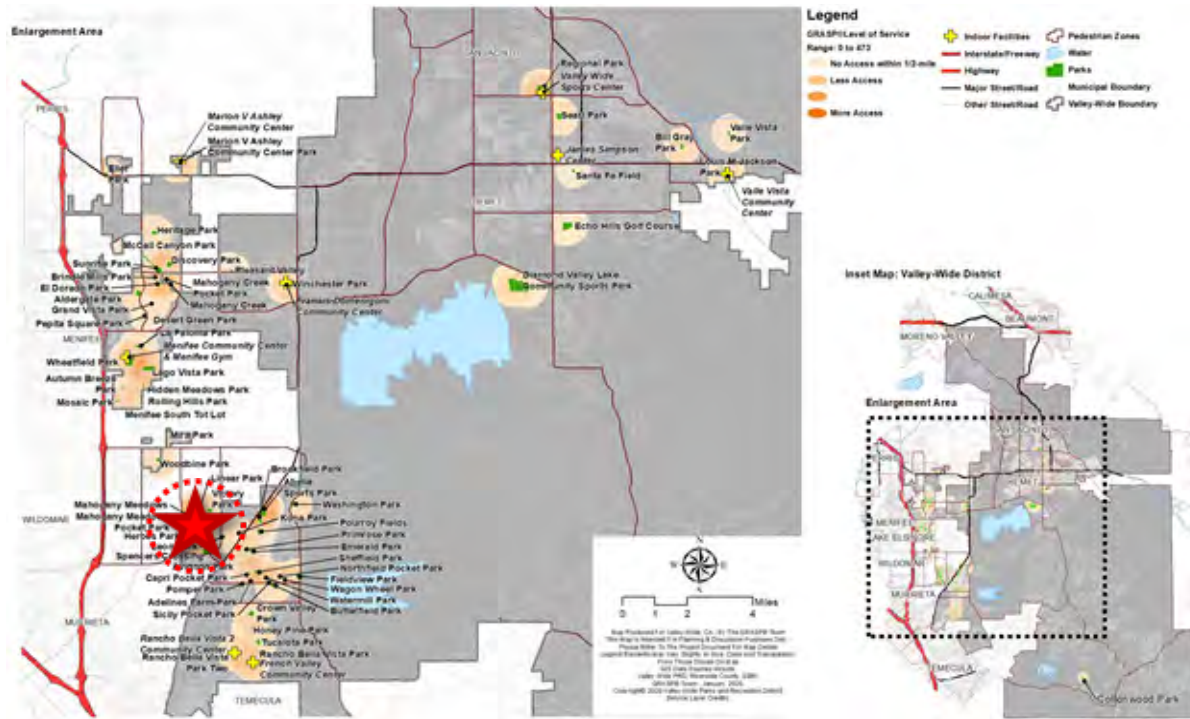
Walkability barriers were used to “cut-off” service areas where applicable. Environmental barriers can limit walkability. The LOS in this analysis has been “cut-off” by identified barriers where applicable.



Pedestrian barriers in VWRPD, such as major streets, highways, railroads, and rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark red lines, serve as discrete areas that are accessible without crossing a major street or another barrier. Green parcels represent existing parks.

The analysis in the following map shows the LOS available across VWRPD, based on a ten-minute walk. Darker gradient areas on the images indicate where there are more and higher quality recreation assets available based on a half-mile service area. Gray areas on these maps suggest that recreation opportunities are beyond a ten-minute walk. In general, these images show that VWRPD has a limited but appropriate distribution of parks and facilities based on population centers, the size, and scale of the District.

Figure 19: Walkable Access to Outdoor Recreation



Areas of higher concentration are notable around the district with the highest values in the areas around Heroes Park in French Valley. As an example, a red star indicates the highest GRASP® value area (544) in the image above. From the red star, a resident has access to 36 outdoor recreation components in five different locations. This example highlights that the level of service may come from a few significant scoring parks or various parks within a ten-minute walk.

The following table shows the statistical information derived from perspective Walkable Access to Recreation analysis.

Table 9: Statistics for Figure 19

	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre/Population per acre
VWRPD	4%	0 to 392	74	133

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about 90 percent (74 vs. 84) of that for someone who can drive for areas that have some access to recreation opportunities.

The orange shading in the maps allows for a quick understanding of LOS distribution across the District. Showing where LOS is adequate or inadequate is an advantage of using GIS analysis. First, what constitutes an appropriate level of service for VWRPD residents must be determined. **Table 10** shows parks that one might feel to meet typical neighborhood park offerings.

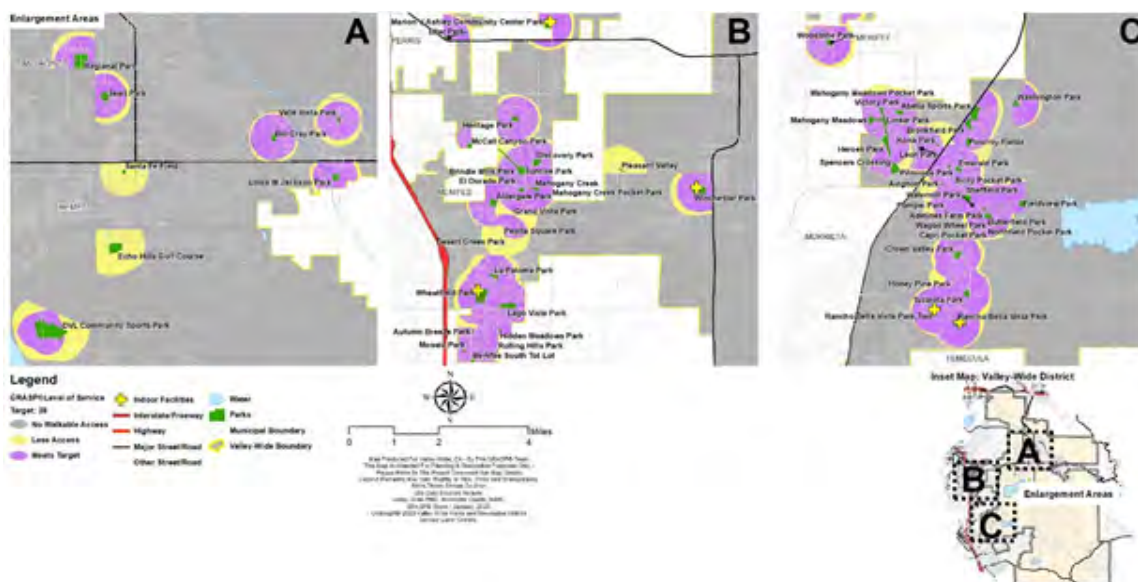
Table 10: Typical Neighborhood Parks

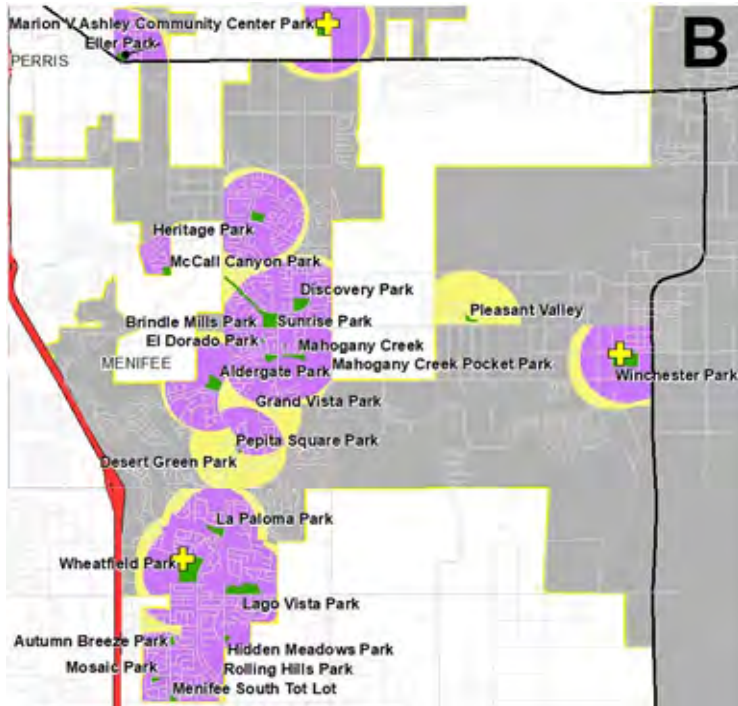
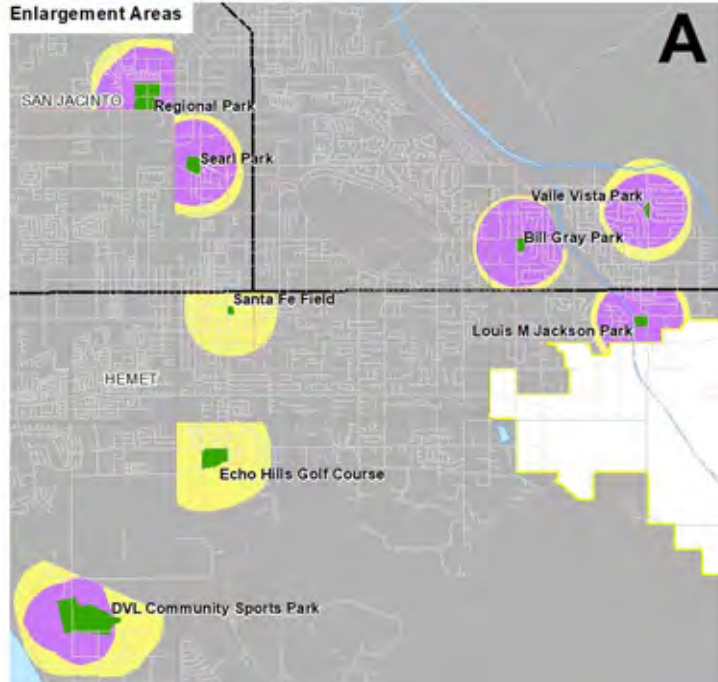
LOCATION	Basketball, Practice	Disc Golf	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Playground, Local	Shelter, Small
Honey Pine Park					1		1	1
Brindle Mills Park						1	1	1
Adelines Farm Park				1	1		1	1
McCall Canyon Park	2			1	1		1	
Valle Vista Park	1	1	2				1	

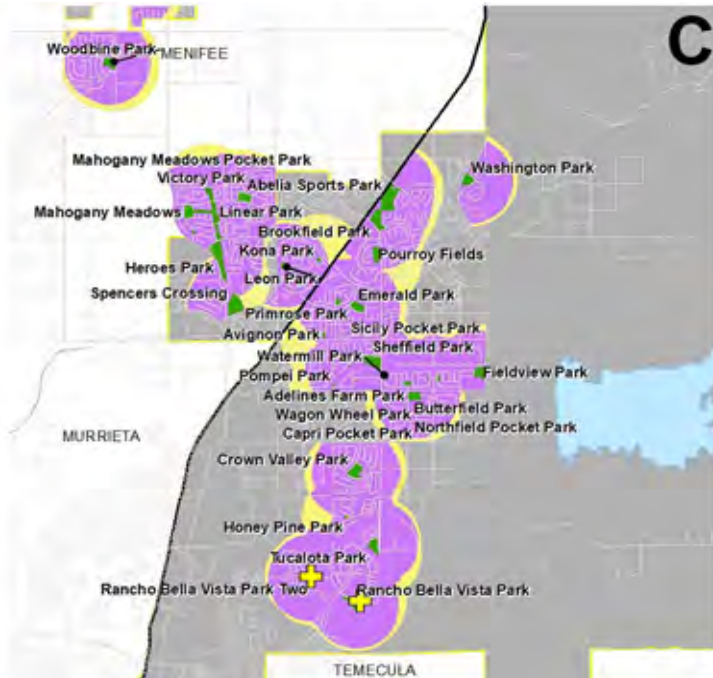
These parks have between 3 and 4 unique components. The components are likely to attract users from a walkable distance. The following maps simplify the level of service values and areas above, and the GIS analysis shows where LOS is above or below the target value by use of a color key.

Because of the scale of the District, the following maps show enlargements of possible walkable regions of the district. Purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by improving the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option might be to address pedestrian barriers in the immediate area.

Figure 20: Walkable Access Gap Identification and Enlargements







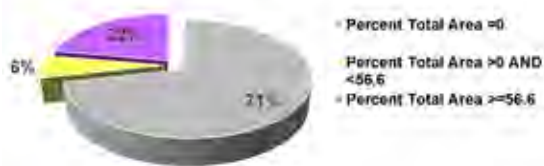
On the above images, areas shown in purple have LOS that exceeds the target value. Only about two percent overall District is above the target (purple), and over 96 percent of the District is outside of walkable access (gray).

Walkable Access to Outdoor Recreation



Walkable access to assets based on the percentage of land within the District boundary that scores above threshold (purple) or below threshold (yellow), respectively.

% of Population with Walkable Access to Outdoor Recreation

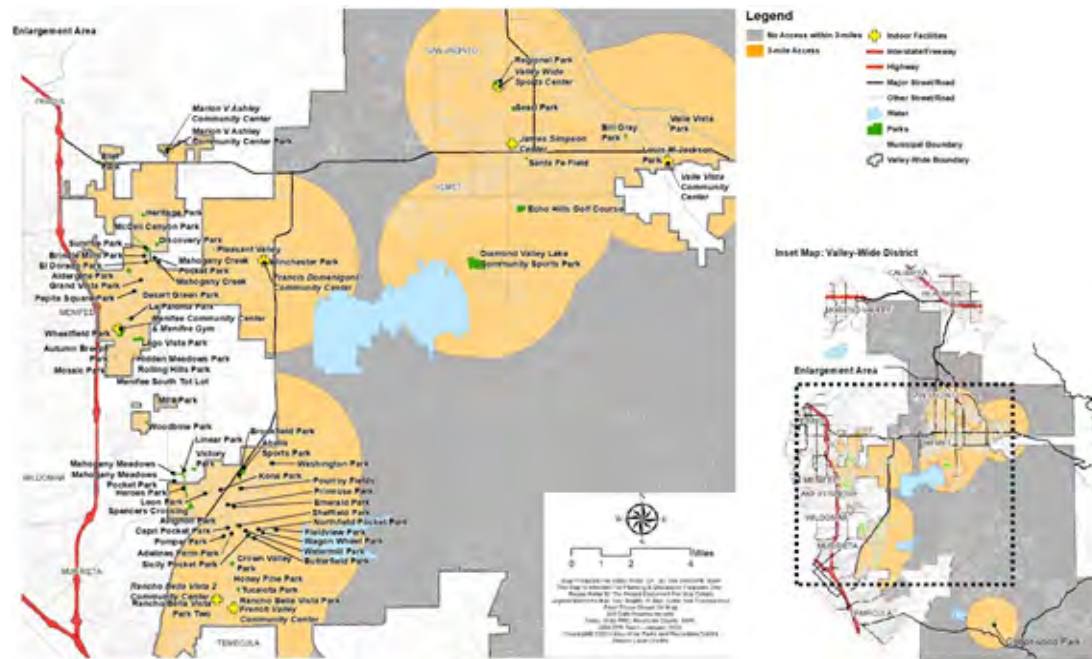


Walkable access to assets based on population. This chart displays the level of service based on where people live. This chart uses the walkable level of service data shown in Walkable Access to Recreation Gap Identification. It compares the data to U.S. Census data provided by Esri GIS data enrichment techniques. The analysis indicates that parks are generally well placed in, or close to, residential areas and capture a higher percentage of the population. With 28 percent of residents within walking distance of some outdoor recreation opportunities, VWRPD is better positioned than the previous analysis indicated.

Additional Discussion on Access to Outdoor Recreation

While the above analyses are typical, they may not reflect the model that an agency such as VWRPD may follow in the level of service provision. The size of the District makes it unfeasible for complete walkable or neighborhood coverage. On the other hand, the District may find its market in providing recreational opportunities to its residents at a broader drive-to distance. GIS analysis shows that a three-mile service model offers access to 92 percent of residents, and a five-mile service model allows access to 97 percent of residents.

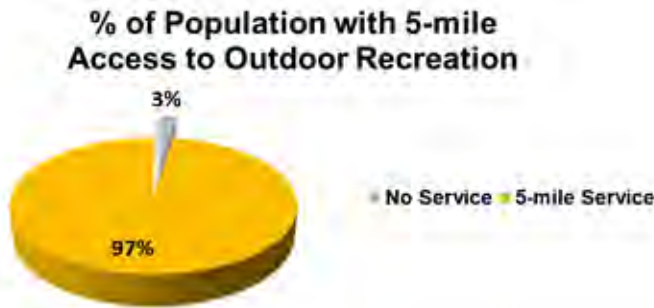
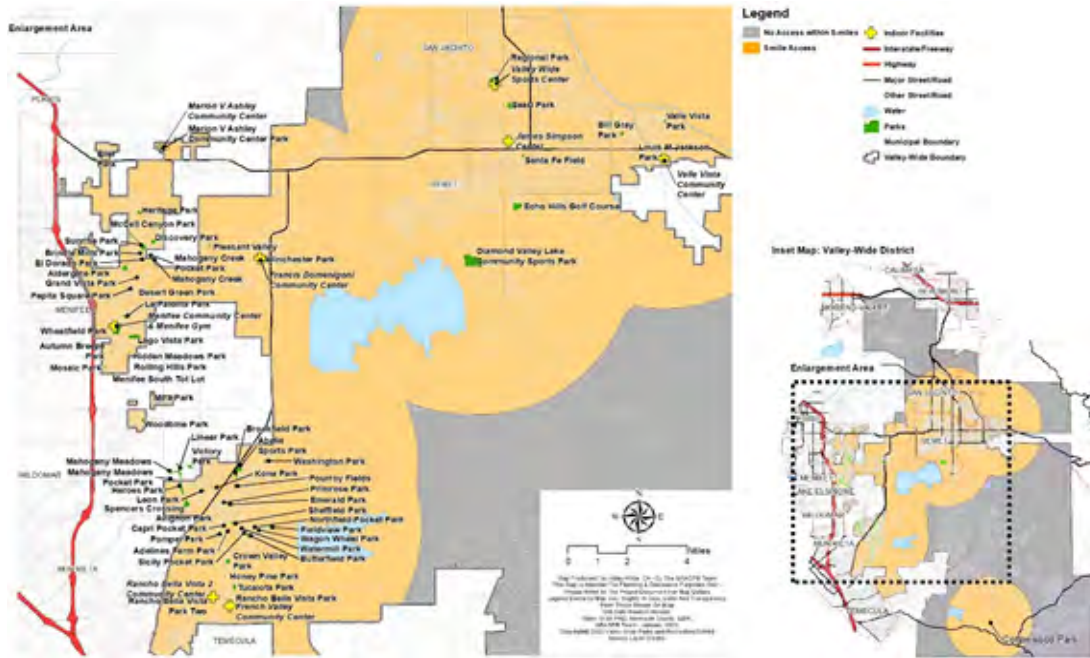
Figure 21: 3-Mile Access to Outdoor Recreation Opportunities



% of Population with 3-mile Access to Outdoor Recreation



Figure 22: 5-Mile Access to Outdoor Recreation Opportunities



With the establishment of a three to a five-mile service area, the challenge then becomes to identify the level of development and components that draw residents to District parks from that distance. One place to start is with a look back at the top-scoring/ranking parks identified earlier.

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The following table shows a summary of components in the top parks. These parks average eight unique components and 14 total components per location. The average GRASP® score is 111. Several components occur in more than half of the top parks. They include shelters, playgrounds, diamond fields, rectangular fields, open turf, and loop walks. These quantities and examples may help in planning future parks that meet the goal of attracting users from a larger service area.

Table 11: Component Summary for Top Scoring/Ranking Parks

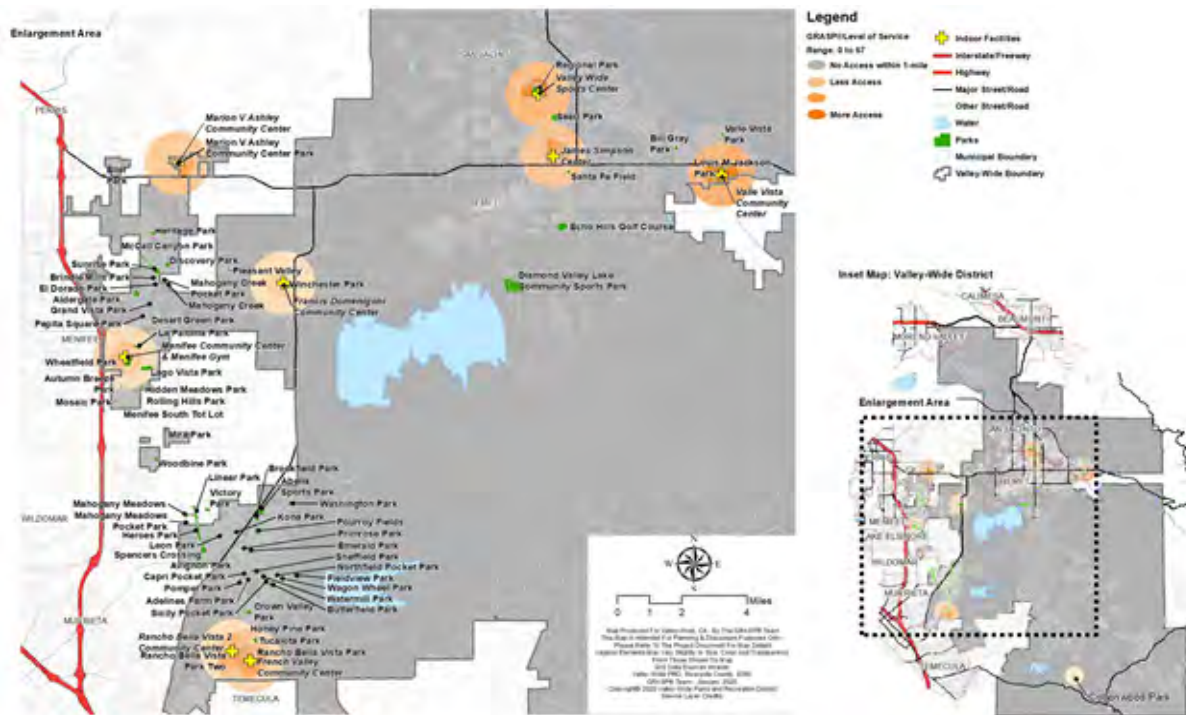
Location	GIS Acres	Aquatics, Complex	Basketball Court	Basketball, Practice	Batting Cage	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Dog Park	Educational Experience	Fitness Course	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playgrounds, All Sizes	Rectangular Field, Large	Rectangular Field, Small	Shelters, All Sizes	Tennis Court	Tennis, Complex	Tennis, Practice Wall	Trail, Multi-use	Volleyball Court	Total Components	Unique Components	GRASP® Score
Regional Park	52		1		2	2	6	1	1			1	9	1		1				1	3		4	6	1				40	15	174
DVL Community Sports Park	122	1				1	8	1										4			3		1						19	7	151
Spencers Crossing	17		1				2							1		1				1	1	3	3						13	8	138
Abelia Sports Park	23			2			2							1	1	1	1			1	1		2	1				1	14	11	122
Lago Vista Park	22			2			3							1		1			1	1	1		1						11	8	113
Heroes Park	21									1	1	1		1								1						7	6	108	
Mahogany Meadows	9			2			1												1	1	1		3						9	6	92
Linear Park	17											1				1				2			3				1		8	5	90
Wheatfield Park	36		1				5	1			1		1	1		1				1				2		1		1	16	11	88
Louis M Jackson Park	9						3									1				1			4						9	4	73
Winchester Park	25		1	2			3										1			1	2		1	1					12	8	72
Total:	352	1	4	8	2	3	33	3	1	1	2	3	10	6	1	7	2	4	2	10	13	3	24	10	1	1	1	2			
Percentage of Parks w/ Component:		9%	36%	36%	9%	18%	82%	27%	9%	9%	18%	27%	18%	55%	9%	64%	18%	9%	18%	82%	73%	9%	91%	36%	9%	9%	9%	18%			

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Access to Indoor Recreation

As in the other analyses, a “heat map” examines access to indoor recreation opportunities. These maps show where there are indoor recreation assets available based on walkable and one-mile service areas. In general, the maps show that VWRPD has a variety of indoor facilities distributed around the District.

Figure 23: Neighborhood Access to Indoor Recreation



Darker gradient areas on the images indicate where there are more and higher quality recreation assets available based on the walkable and one-mile service areas. In general, these images also show that VWRPD provides indoor opportunities in more populated areas. The actual and expected service area for these facilities is likely much more significant than this initial analysis shows. It may not match the current capacity and offerings of the individual facilities. Gray areas on these maps indicate that recreation opportunities are beyond a one-mile service area.

More on Utilizing GRASP® Perspectives

GRASP® Perspectives evaluate the level of service throughout an area from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired level of service for a location should depend on the type of service, the characteristics of the location, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® Perspectives focus attention on gap areas for further scrutiny.

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Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process. Future planning efforts can model similar levels of service to new, developing neighborhoods, or it may be that different levels of service are suitable, and the district should utilize a new set of criteria to reflect these distinctions.

Other Types of Analysis

Traditional analyses may also evaluate the recreational level of service.

Capacities Analysis

Capacity analysis is a traditional tool used in evaluating parks and recreation services. It compares the current ratio of assets to population and projects future needs based on providing the same ratio. (i.e., as the population grows over time, components may need to be added to maintain the same ratio). The issue or limiting factor, in this case, is that the current inventory for these components was limited to VWRPD properties only and did not include other providers in the area.

Table 12 shows the current capacities for selected components in VWRPD. While there are no correct ratios for these components, this table must be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

Table 12: VWRPD Capacities

	Population	Aquatics, Complex	Basketball Court	Basketball, Practice	Concessions	Diamond Field	Dog Park	Fitness Course	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, All Sizes	Rectangular Field, All Sizes	Shelter, All Sizes	Tennis Court	Volleyball Court
INVENTORY																			
System Totals:		1	7	48	5	58	2	4	14	22	46	13	6	8	48	37	52	12	6
CURRENT RATIO PER POPULATION																			
CURRENT POPULATION 2019	275,064																		
Current Ratio per 1000 Population		0.0	0.0	0.2	0.0	0.2	0.0	0.0	0.1	0.1	0.2	0.0	0.0	0.0	0.2	0.1	0.2	0.0	0.0
Population per component		275,064	39,295	5,731	55,013	4,742	137,532	68,766	19,647	12,503	5,980	21,159	45,844	34,383	5,731	7,434	5,290	22,922	45,844
PROJECTED POPULATION - 2024	295,663																		
Total # needed to maintain current ratio of all existing facilities at projected population		1	8	52	5	62	2	4	15	24	49	14	6	9	52	40	56	13	6
<i>Number that should be added by all providers to achieve current ratio at projected population</i>		0	1	4	0	4	0	0	1	2	3	1	0	1	4	3	4	1	0
<i>To reach a threshold of needing additional components added due to population growth a component must currently have a minimum quantity of 7 in the system. Many components with a quantity of less than six are not included in this table.</i>																			

The usefulness of the capacity table is to project future facility needs based on population growth, if the future population's interests and behaviors are the same as today's and assumes that today's capacities are in line with today's needs. The capacities table bases its analysis on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS provided by assets is more accurately a combination of location and quality as well as quantity, which is why this table should be used with discretion, and only in conjunction with the other analyses presented here.

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Table 13: Outdoor Park and Recreation Facilities – Median Population Served per Facility

2019 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks			
Outdoor Park and Recreation Facilities			
Outdoor Facility	Percentage of Agencies Offering this Facility	Median Number of Residents per Facility	Valley-Wide Residents per Facility
Residents Per Park*	NA	5,602	4,232
Acres of Park Land per 1,000 Residents*	NA	12.5	2.4
Basketball courts	86.1	10,048	39,295
Community gardens	46.3	20,502	NA
Diamond fields: baseball - adult	54.7	16,184	4,742
Diamond fields: baseball - youth	77.9	6,890	
Diamond fields: softball fields - adult	66.5	16,298	
Diamond fields: softball fields – youth	60.9	12,000	
Dog park	59.3	45,751	275,064
Playgrounds	94.4	7,334	5,731
Rectangular fields: cricket field	9.2	200,250	7,434
Rectangular fields: field hockey field	4.0	20,893	
Rectangular fields: football field	38.0	19,235	
Rectangular fields: lacrosse field	11.7	15,250	
Rectangular fields: multi-purpose	66.1	7,812	
Rectangular fields: Multipurpose synthetic field	19.1	27,375	
Rectangular fields: Overlay field	7.5	8,570	
Rectangular fields: soccer field - adult	40.9	12,767	
Rectangular fields: soccer field – youth	48.1	7,656	
Skate park	26.2	20,000	
Swimming pools (outdoor only)	52.3	43,500	275,064
Tennis courts (outdoor only)	79.7	5,462	22,922
<i>*Comparison based on median for greater than 250,000 population comparison</i>			
The remaining comparisons are based on similar residents per square mile (Valley-Wide has 360 residents per square mile which is in the under 500 residents per square mile category).			

Comparing VWRPD to recent national statistics, the agency is well over the median number of residents per basketball court, community gardens, dog parks, skate parks, outdoor swimming pools, and tennis courts.

Similar estimates can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping. Calculation of the acreage contains only VWRPD parks. Residents per park better the median of comparable agencies, but acres of parks per 1,000 people fall well short of the NRPA published benchmarks for similar size agencies for density.

Table 14: Acres of Park Land per 1,000 Residents

		2019 GIS Acres*
INVENTORY		
Valley-Wide Service Area		1365
<i>CURRENT POPULATION 2019</i>	275,064	
Current Ratio per 1000 Population		5.0
Population per acre		202
<i>PROJECTED POPULATION - 2024</i>	295,663	
Total acres needed to maintain current ratio of City of Valley-Wide existing facilities at projected population		1467
<i>Acres that should be added to maintain current ratio at projected population</i>		102
*Includes currently undeveloped portion of DVL		

This capacity table indicates that in the VWRPD service area there are approximately 4.9 acres per 1,000 people, or 202 people per acre of “park.” The District will continue to strive to keep that ratio as we add facilities to meet population growth.

Key Conclusions

Proximity, availability of transportation, pedestrian barriers, and overall size of the District are relevant factors affecting VWRPD levels of service. The provision of assets is reasonably equitable across VWRPD, assuming residents’ access to motorized transportation.

The analysis would indicate that VWRPD is currently providing its recreation opportunities in the form of large community or regional parks with service areas of three to five miles. In populated areas, pedestrian barriers may hinder walkable access based on current parks and recreation assets. The District provides neighborhood and walkable level of service in some areas, although this tends to be in more recent subdivision development.

The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. Significant gaps in neighborhood and walkable service exist throughout VWRPD, and many of these areas may be residential areas. Inventory efforts for this study did not include alternative providers that are known to exist and may supplement the service at the neighborhood and walkable levels. Some residential areas have less access to quality recreation opportunities, while other areas have no walkable access. Pedestrian barriers and lack of trails and sidewalks also may limit access to recreation throughout VWRPD.

Additional analysis and a review of the information received from surveys, focus groups, and other sources, including staff knowledge, contribute to identify the best locations for future improvements.

E. Park and Recreation Influencing Trends

The changing pace of today's world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of town residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving the community.

Part I: Recreation Behavior and Expenditures of VWRPD Households

- Local Recreational Expenditures
- Outdoor Recreation Behavior
- Fitness and Health Behavior
- Team Sport Participation
- Leisure Activity Participation

Part II: Parks and Recreation Trends Relevant to VWRPD

- Active Transportation
- Administrative Trends
- ADA Compliance
- Community Events and Festivals
- Dog Parks
- Economic and Health Benefits of Parks
- Marketing and Social Media
- National Healthy Lifestyle Trends
- Outdoor Fitness Trails
- Shade Structures
- Sports Trends
- Therapeutic Recreation
- Urban Park Revenue

Part I: Recreation Behavior and Expenditures of VWRPD Households

Local Recreational Expenditures

Data from the Bureau of Labor Statistics provides insights about consumer expenditures per household in 2019. The following information was sourced from Esri Business Analyst, which provides a database of programs and services where VWRPD residents spend their money. **Table 15** shows the average dollars spent on various recreational products/services. Money spent on fees and admissions related to entertainment and recreation generated the highest revenues of \$55.8 million in VWRPD.

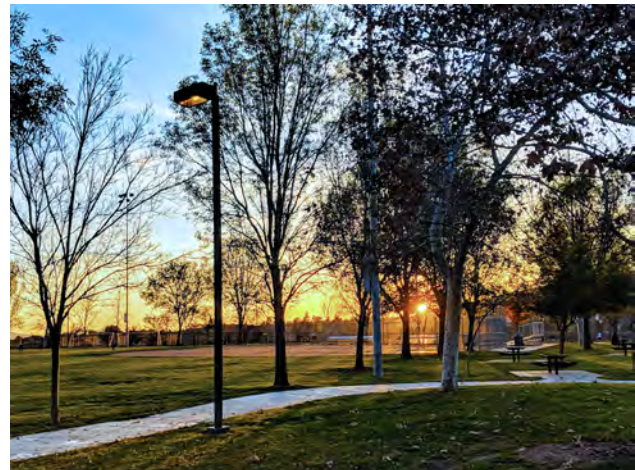


Table 15: Recreational Expenditures in VWRPD, California

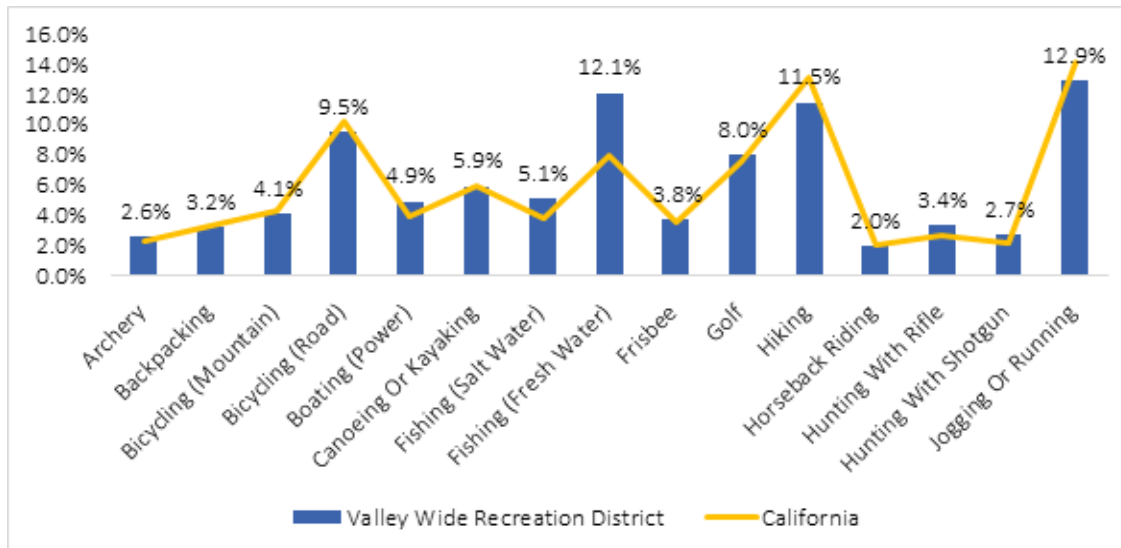
Variable	Individual	Total
Entertainment/Recreation - Fees & Admissions	\$631.66	\$55,836,989
Membership Fees for Social/Recreation/Civic Clubs	\$204.54	\$18,081,049
Entertainment/Recreation -Sports/Rec/Exercise Equipment	\$194.66	\$17,207,092
Fees for Recreational Lessons	\$127.56	\$11,275,622
Payments on Boats/Trailers/Campers/RVs	\$53.99	\$11,173,922
Entertainment/Recreation - Toys/Games/Crafts/Hobbies	\$106.72	\$9,434,057
Hunting & Fishing Equipment	\$68.64	\$6,067,281
Pet Services	\$62.39	\$5,515,495
Camp Fees	\$41.90	\$3,703,506
Bicycles	\$27.15	\$2,399,961
Rental of Boats/Trailers/Campers/RVs	\$22.50	\$1,988,979
Camping Equipment	\$18.85	\$1,666,531
Water Sports Equipment	\$7.72	\$682,407
Winter Sports Equipment	\$4.65	\$410,788

Outdoor Recreation Behavior

In **Figure 24**, data from Esri Business Analyst shows popular outdoor recreation activity participation by households in VWRPD. Participation was also pulled from the State of California for comparison. The most popular activities in the VWRPD included:

- Jogging or Running (12.9%)
- Freshwater Fishing (12.1%)
- Hiking (11.5%)

Figure 24: Outdoor Recreation Behavior of VWRPD compared to the State of California

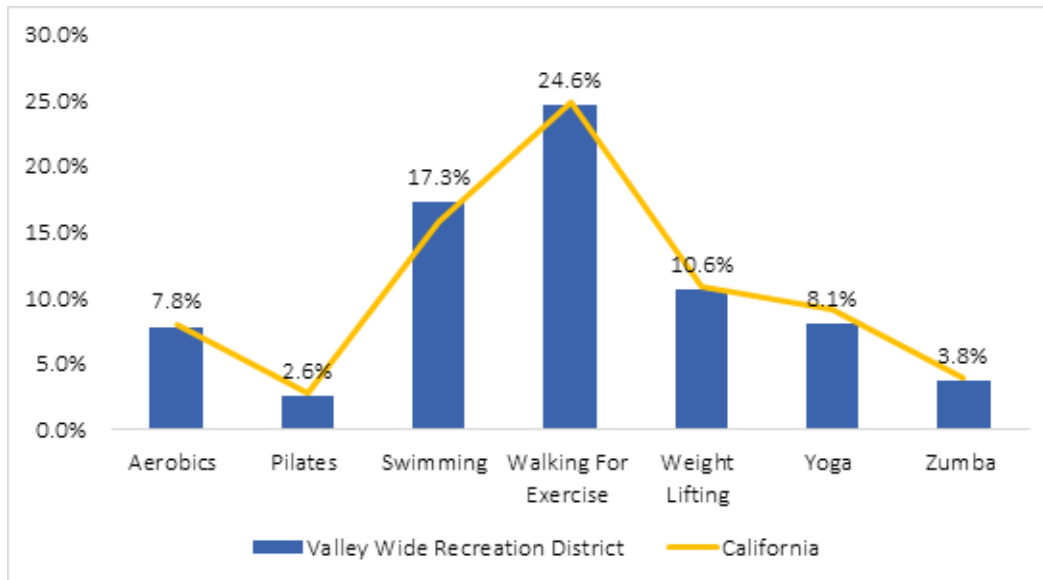


Fitness and Health Behavior

Figure 25 shows household participation in various fitness activities. In VWRPD, the most popular activities included:

- Walking for Exercise (24.6%)
- Swimming (17.3%)
- Weightlifting (10.6%)

Figure 25: Fitness and Wellness Participation of VWRPD compared to the State of California

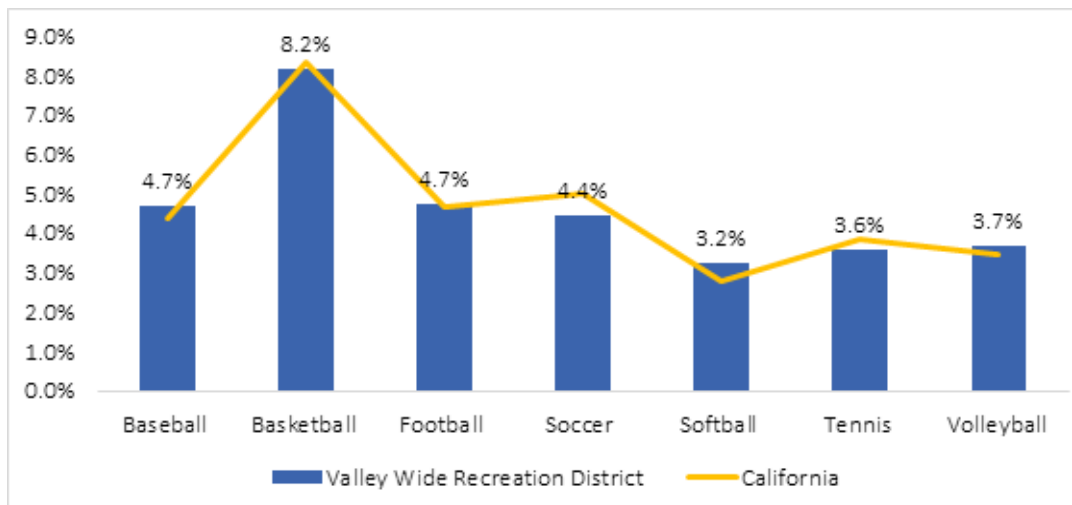


Team Sport Participation

According to census data, households in VWRPD participated most in the following activities:

- Basketball (8.2%)
- Football (4.7%)
- Baseball (4.7%)

Figure 26: Team Sport Household Participation in VWRPD compared to State of California

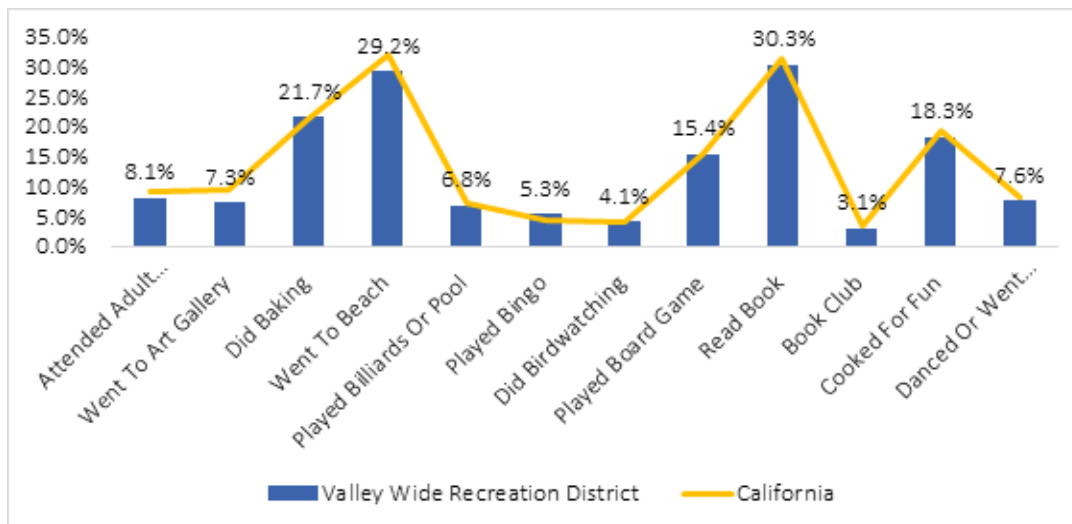


Leisure Activity Behavior

The figure below shows household participation in various leisure activities. In VWRPD, the most popular activities included:

- Reading a Book (30.3%)
- Visiting the Beach (29.2%)
- Baking (21.7%)

Figure 27: Leisure Activity Participation of VWRPD compared to the State of California



Part II: Parks and Recreation Trends Relevant to Valley-Wide Recreation and Park District

Active Transportation – Bicycling and Walking



In many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youth and adults. Walking, jogging, and running are often the recreational activity with the highest level of participation, and cycling often ranks as the second or third most popular activity.

These activities are attractive as they require little equipment, or financial investment, to get started, and are open to participation to nearly all segments of the population. For these reasons, participation in these activities is often promoted as a means of spurring physical activity and increasing public health. The design of a community's infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy.

Administrative Trends in Parks & Recreation

Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with non-profit groups and other public institutions are being developed. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues.

ADA Compliance

On July 26, 1990, the federal government officially recognized the needs of people with disabilities through the Americans with Disabilities Act (ADA). This civil rights law expanded rights for activities and services offered by both state and local governmental entities (Title II) and non-profit/for-profit entities (Title III). Parks and Recreation agencies are expected to comply by the legal mandate, which means eliminating physical barriers to provide access to facilities and providing reasonable accommodations with regard to recreational programs through inclusive policies and procedures.

The 2010 Standards for Accessible Design was later adopted by the DOJ combining various accessibility guidelines published over the previous two decades to address implementation of the ADA. This also made it a requirement that agencies develop an ADA Transition Plan, which details how physical and structural barriers will be removed to facilitate access to programs and services. The Transition Plan also acts as a planning tool for budgeting and accountability.¹

Community Events and Festivals

Festivals and other special events are often popular activities in communities that not only provide entertainment, generate economic activity, and serve to celebrate community identity, they are also fantastic means of introducing people to the event organizer's facility, and provide opportunities for additional events. Local parks and recreation departments and local businesses play a major role in planning, managing, and hosting festivals and other community events that often serve to draw new users to their facilities. Attendees to events hosted in parks, or other facilities, who enjoy their experience may want to return for another event or program, or simply to enjoy the park or facility.

There are a growing number of smaller, more local, community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often supplement existing festivals based on their social, educational, and participative value.

Dog Parks

Dog parks continue to see high popularity and have remained among the top planned additions to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.²

1 Mark Trieglaff and Larry Labiak, National Recreation and Park Association: "Recreation and the Americans with Disabilities Act," Accessed August 2019: <https://www.nrpa.org/parks-recreation-magazine/2016/august/recreation-and-the-americans-with-disabilities-act/>

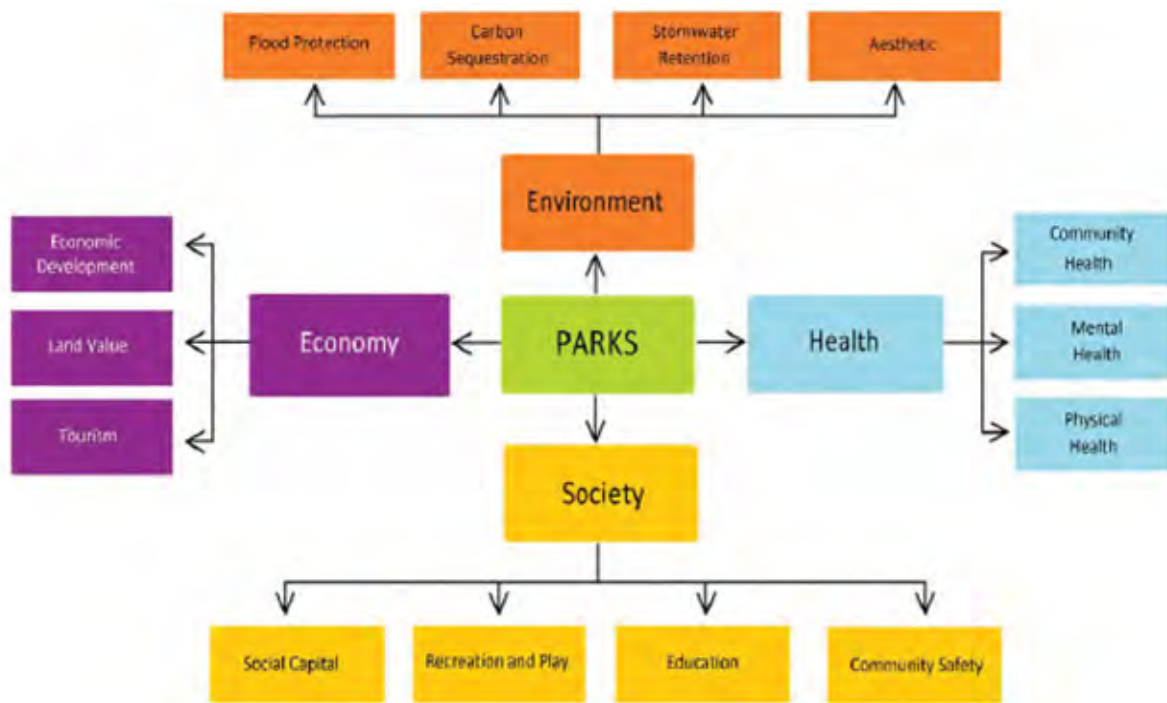
2 Joe Bush, "Tour-Legged-Friendly Parks, *Recreation Management*, February 2, 2016.

Economic and Health Benefits of Parks

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space³:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

Figure 28: Model of Parks Benefits Provided to People



Source: *Economic Impact of Metro Parks Tacoma Ecosystem Services*

³ Paul M. Sherer, "The Benefits of Parks: Why America Needs More City Parks and Open Space," The Trust for Public Land, San Francisco, CA, 2006

Marketing and Social Media

Technology has made it easier to gain a wide-reaching, location-dependent audience which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing; however, it is becoming a critical component of reaching participants. Having a strong presence on social networks, through email marketing and through traditional marketing, will help enhance the perception from the community.

National Healthy Lifestyle Trends

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles, and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity. Collectively, these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following findings are from an International City/County Management local government survey⁴:

- Eighty-nine percent (89%) of respondents indicated that parks and recreation departments should take the lead in developing communities conducive to active living.
- Eighty-four percent (84%) had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

Outdoor Fitness Trails

A popular trend in urban parks with trail use for health, wellness, and fitness activities is to install outdoor fitness equipment along the trails. These can be spaced out or a more popular option is to cluster the fitness apparatus just off the trail with a peaceful and pleasing view of nature.



Signage and Wayfinding

To increase perception and advocacy, a parks and recreation professional needs to prioritize opportunities that impact the way the community experiences the system. This can start with signage, wayfinding, and park identity. The importance of signage, wayfinding, and park identity to encourage awareness of locations and amenities cannot be understated. A park system impacts the widest range of people in a community, reaching users and non-users across all demographic, psychographic, behavioral, and geographic markets. In a more narrow focus, the park system is the core service an agency can use to provide value to its community (ex. partnerships between departments or commercial/residential development, high-quality and safe experiences for users, inviting community landscaping contributing to the overall look or image of the community). Signage, wayfinding, and park identity can be the first step in continued engagement by the community, resulting in a higher perception or awareness of a park system, which can lead to an increase in health outcomes.

⁴ Active Living Approached by Local Government: Survey,” International City/County Management Association, <http://bookstore.icma.org/freedocs/Active%20Living%20and%20Social%20Equity.pdf>, 2004.

Shade Structures

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds and pools, as “a weapon against cancer and against childhood obesity”⁵; both to reduce future cancer risk and promote exercise among children. Without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, the playground equipment is hot enough to scald the hands of would-be users.

Trees would help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. So, many communities are building shade structures instead. The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, www.shadefoundation.org.

Sports Trends

According to the Sports and Fitness Industry Association, high-intensity interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.



Pickleball, a paddle sport mixing badminton, tennis, and table tennis, is still trending, gaining an average eight percent growth each year. Growing even slightly faster is Cardio Tennis at 9.1 percent. Cardio Tennis is a fitness program that focuses on combining a full body workout with elements of tennis.

Therapeutic Recreation

The Americans with Disabilities Act of 1990 (ADA) established that persons with disabilities have the right to the same access to parks and recreation facilities and programming as those without disabilities. In 2004, The National Council on Disability (NCD) issued a comprehensive report, “Livable Communities for Adults with Disabilities.”⁶ This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

1. Provide affordable, appropriate, accessible housing
2. Ensure accessible, affordable, reliable, safe transportation
3. Adjust the physical environment for inclusiveness and accessibility
4. Provide work, volunteer, and education opportunities
5. Ensure access to key health and support services
6. Encourage participation in civic, cultural, social, and recreational activities

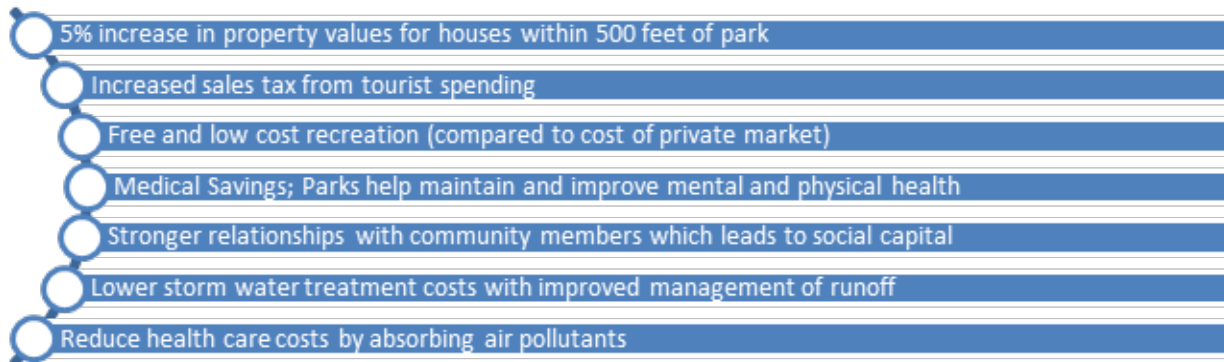
⁵ Liz Szabo, “Shade: A weapon against skin cancer, childhood obesity,” *USA Today*, June 30, 2011, www.usatoday.com/news/health/wellness/story/2011/06/Shade-serves-as-a-weapon-against-skin-cancer-childhood-obesity/48965070/1, accessed May 2015

⁶ National Council on Disability, *Livable Communities for Adults with Disabilities*, December 2004, <http://www.ncd.gov/publications/2004/12022004>.

Urban Park Revenue

A study prepared by the Penn State Department of Recreation, Park, and Tourism Management analyzed the impact of park visitor spending in the state and local economy in 2010. Urban Parks provide unique spaces to recreate which serve as economic drivers. The website, ConservationTools.org, has tools and research to make the case for conservation, including reports on the economic benefits of open space, wetlands, trails, water quality, outdoors, and more.

Figure 29: The Seven Economic Benefits of Parks



F. Organizational Analysis

District Organization

The Valley-Wide Recreation and Park District provides recreation and park services to residents within an 800-square-mile area. These boundaries encompass:



The District is governed by a five-member elected Board of Directors who serve four-year terms. The District circulates a brochure three times per year, which provides information on facilities and programs that the District provides.

Organizational Analysis

GreenPlay broadly assessed the organizational and management structure of the VWRPD and staffing to determine effectiveness and efficiency in meeting current and future departmental responsibilities as related to the community's needs. The needs assessment – including input from staff interviews, community and key stakeholder engagement, and level of service analysis, along with the consultant's expertise – has identified a few areas for operational enhancement.

These key organizational issues identified and observed as areas for improvement include:

- Increase marketing and communication of services, programs and activities.
- Address wayfinding and signage at parks and facilities.
- Address staffing for maintenance to meet current and future demands for services.
- Address staffing for events and facilities operations to meet future demand.
- Review and update the partnership with the San Jacinto Unified School District.

Detailed actions to address these areas of improvements can be found in **Section IV: Recommendations and Actions**.

Staffing Analysis

GreenPlay broadly assessed the management structure and staffing levels of the District to determine effectiveness and efficiency in meeting current and future departmental responsibilities as related to the community's needs. Observations and staff feedback were considered to determine if the District had the right mix of staffing in the right places.

The staffing analysis process included the observations and assessments from:

- Staff focus group
- Facility tours
- Observations of quality of maintenance
- SWOT Analysis
- Community input
- Community satisfaction rates

Staffing Considerations

After considering all the organizational observations and staffing assessments, the consultant team has determined that the VWRPD has an adequate number of staff when all positions are filled to operate its current system with the right mix of staff in the right places within the District. However, focus group participants and survey respondents saw the need for improved maintenance and upkeep of facilities and amenities.

One hurdle the District must deal with is getting an appropriate pool of qualified applicants for open positions. This is a national issue and reflects the changing workforce of both the Millennial and Baby Boomer Generations. To combat this trend, organizations need to be willing to allow for flexible scheduling, allowing for remote workplaces, part-time and "gig" positions, and second career applicants. To operate more effectively in the future as the population increases and to implement the Master Plan, the District will need to hire additional positions to supplement existing staff. This will ensure that staffing resource levels can maintain existing and new facilities at or above acceptable standards as the Master Plan is implemented.

G. Program Analysis

Valley-Wide Recreation and Park District prides itself on the quality and diversity of public recreation programs and activities the district offers and purposefully seeks to make participation affordable and financially accessible for all residents.

Existing Recreation Programs

The seasonal activity guide is the District’s recurrent catalog of program, activity and event offerings. The Brochure is published three times a year. While program and activity offerings vary seasonally, the district catalogs and tracks participation in the following categories:

- Special Interest Classes
- Youth Recreation Camps
- Adult Sports Leagues
- Youth Sports Leagues
- Aquatics Programs
- Special Events

Table 16: Sample Programs by Category

Program Category	Program Type	Age Group
Special Interest Classes	Dance Painting Cooking	Youth Adult Senior
Youth Recreation Camps	Winchester Summer Bash Fun Zone Camp Spring Break Camp	Youth
Adult Sports League	Softball Volleyball	Adult Senior
Youth Sports League	Baseball Volleyball Basketball	Youth
Aquatics Programs	Swim Lessons	Youth Adult Senior
Special Events	4th of July Celebration Dog Daze Turkey Trot Breakfast with Santa	Youth Adult Senior

Programs are primarily offered at ten facilities including:

- Sports Center
- Regional Park
- Valle Vista Community Center
- Diamond Valley Aquatic Facility
- Menifee Community Center
- Winchester Community Center
- French Valley Community Center
- Menifee Gym
- Marion V. Ashley Community Center
- Simpson Center

Descriptions of program categories and 2019 participation rates are summarized below, with key observations provided at the end of the section.

Special Interest Classes

Special Interest Classes are offered throughout the year to provide an opportunity for adults and children to experience new activities or further expand current knowledge and abilities. The range of programs offered throughout the year includes dancing, dog obedience, gymnastics, cooking courses, and martial arts.

The District uses an independent contractor to provide Special Interest Classes, and the contractor facilitates program registration. The District serves as a conduit providing rental space to independent contractors who offer recreation enrichment opportunities to the community. Contractors pay the District a rental fee based on program attendance.

Youth Recreation Camps

Youth Recreation camps provide a safe and encouraging environment where children develop healthy habits while engaging in activities including arts and crafts, physical activity, and games designed to support success at any age, skill, or level of ability. Throughout 2019, camps served over 500 youth. Camp opportunities are offered at French Valley Community Center, Regional Park, and Winchester Community Center. The fill rate for camps offered at French Valley Community Center and Regional Park is above 90 percent. Camps offered at Winchester saw minimal or no enrollment.

Adult Sports Leagues

The District offers adult sports leagues that provide recreational opportunities in, volleyball, basketball and softball. Adult coed, as well as men's and women's programs, are offered. Adult softball is separated into two seasons, Spring and Summer. Registration numbers are moderate, with approximately 20 teams registered per season, which equates to nearly 500 participants annually; additionally, the District supports a vibrant Senior Softball program in Hemet and Menifee.

Youth Sports Leagues

The District also offers youth sports leagues in volleyball, basketball, indoor soccer, and baseball. Youth sports leagues are designed to be recreational, where ability is not a prerequisite, and each participant gets an equal chance to play. Youth Sports leagues show strong registration numbers. In 2019 Youth Sports Leagues served over 5,000 youth with many opportunities having more than 100 youth registered. Low or moderate registration numbers occurred only during the winter season for outdoor opportunities.

In addition to the variety of introductory youth leagues offered by the District, independent youth sports leagues and organizations have a strong presence in the community.

Aquatics Programs

The Valley-Wide Recreation and Park District's swim lesson program strives to provide a safe, fun, and creative experience to students of all ages. On average, the District delivers group swim lessons to nearly 800 participants during its 4-month summer season.

Special Events

The District provides several free and low-cost family-friendly events throughout the community. In 2019, special events hosted by the District included:

- Halloween Block Party
- Turkey Trot
- Great Grinch Candy Cane Hunt
- Bunny Hop Easter Egg Hunt(s)
- 4th of July Celebration

For the past 35 years, the Valley-Wide Recreation and Park District has hosted the annual OLDlympics. OLDlympics is a sporting competition for adults 50 and older held each fall. In 2019, the event had 640 registrations across 18 competitions. The range of contests offered include swimming, track and field, billiards and chair volleyball.

VWRPD Participation Trends

In 2019 the Parks and Recreation Department programs and activities showed moderate to strong participation rates. Registration data and participation estimates for the year included:

- 522 youth registered for youth recreation camps
- 42 teams registered for adult softball
- 5,940 youth registered for youth sports leagues
- 824 individuals registered for aquatics programs
- 25,000+ estimated participants at special events (no registration)

The percentage of program registration by the program category is shown below.

Figure 30: Registered Participants by Program Category



*Adult sports attendance calculated using the number of teams multiplied by an average of 12 team members.

Key Findings

- Registration data reflects high interest and participation in youth sports leagues and aquatics programs.
- Demand may warrant considering growth in youth recreation camps. Adding summer sites and school break camps should be evaluated.
- Fill rates are only available for aquatics programs and youth recreation camps. Other program areas did not identify class minimums or maximums when creating their programs. The method used to establish class minimums and maximums and how this effect subsidy levels needs further evaluation for consistency throughout the District.
- Few special interest classes are geared toward adults or seniors.
- Monthly attendance records for special interest programs are kept by the facility. Establishing an annual attendance document reflecting all facilities would allow for easier comparing and contrasting of populations served and program reach.
- The District does not have a consistent way to evaluate the success of current program offerings. The number of offerings, competing programs, season, location, and times of offerings should be evaluated.

Program Development

While residents of District are satisfied with the programs that are offered, there exists a demand for more program offerings. Among the additional programs, residents expressed a desire to see more programming for adults, seniors, and the special needs community. Bilingual and cultural and classes were also desired.

New recreation trends may indicate the need for changing the current program offerings. Changing program offerings requires careful consideration, planning, and proper communication with the community. Programs need to be continually assessed for viability. Decisions regarding changes, expansions, enhancements, and/or program eliminations need to be made carefully and with proper data. Starting new programs, based on community demand and/or trends, need to be researched, planned, and advertised to provide the best possibility of their success. If new program interest seems strong enough based on a survey or community input, then the new programs should be developed, advertised, and implemented.

Program Evaluation

The District should have a process in place to evaluate the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs, including eliminating or suspending existing programs. A few simple questions should be asked of participants and staff about each program that includes:

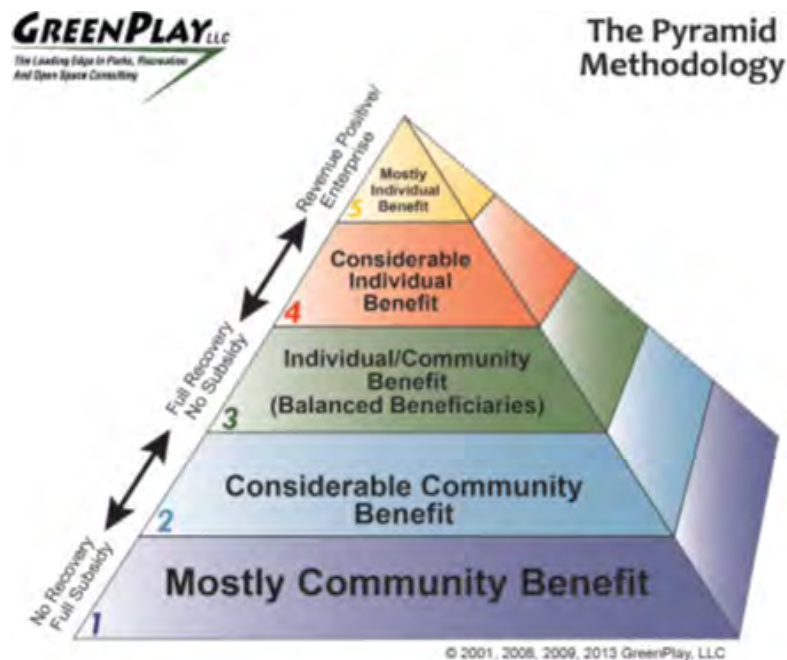
- Is participation increasing or decreasing? If attendance is rising, then it could mean that the program should be continued. If participation is declining, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the District could provide referrals for its customers.
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?

Resource Allocation and Subsidy Level Policies

Parks and recreation facilities, programs, and services are essential to improving the lives of the District's diverse community. However, not all facilities, programs, and services are equal. In general, the more a facility, program, or service provides a community benefit to its citizens, the more that service should be paid for by all citizens through the use of general fund allocation. The more a facility, program, or service provides individual benefits, the more that service should be paid for through user fees. A resource allocation and subsidy philosophy adopted by the VWRPD can acknowledge the many known public benefits a healthy parks and recreation system provides to the community. Parks and recreation services are known to promote and contribute to economic development, a sense of safety, and the public's well-being.

Parallel to the Master Plan process, the consultant team is conducting a series of staff and public workshops to develop a resource allocation philosophy and subsidy policy. GreenPlay has developed a tool used throughout the industry called the "Pyramid Methodology" shown in **Figure 31**. This methodology allows an organization to develop and implement a refined philosophy and policy. Based on current best practices, the mission of the agency, and categorical service benefits to the community and/or individual, resource allocation and subsidy philosophy and policy will support the Valley-Wide Recreation and Park District public facilities and services goal of ensuring public services that are cost-effective.

Figure 31: Pyramid Methodology



H. Financial Analysis

Current Circumstance

Valley-Wide Recreation and Park District adopts a biannual budget, the most recent being for 2018-2019/2019-2020 is \$16,951,675 and \$19,684,555 respectively. The 2018-2019/2019-2020 budget does not show any surplus and is constrained by the inherent limitations of a “pay-as-you-go” revenue system. The Park District’s Fund balance (carryover) is used to provide the Park District with dry period financing and 6-months operational capability, which is explained later.

Approximately 90% of the budget is for restrictive, reimbursement agreements/grants, or cost-recovery purposes. The remaining 10% is described as funds necessary to fund: (1.) maintenance and operation of fourteen existing parks/facilities which do not have dedicated special district financing, or reimbursement agreement funding, (2.) personnel for recreation, maintenance, administrative functions, (3.) regulatory costs such as elections, weed abatement, backflow testing, and well maintenance; and, (4.) general administrative obligations including: fire system inspection, regulatory permits, legal counsel, professional service support and office supplies to name a few.

VWRPD maintains a balanced budget and continues to provide services with the rising costs associated with minimum wage increases, prevailing wages, and cost of materials/supplies. The District receives most of its ongoing funding through two types of Special Financing Districts, the Landscaping and Lighting Act of 1972 and the Mello-Roos Community Facilities Act of 1982. The payment of the annual assessment/tax creates the operating revenue for the ongoing maintenance of the parks. Under each Act, the District is required to segregate the assessment/tax revenue and to only expend the revenue for the particular park or landscaping improvements for which it was collected. Additionally, per Proposition 218, the Park District cannot increase the assessment or tax beyond the allowed maximum without first obtaining approval from the voters or landowners in the district where the assessment/tax is imposed. It is important to note that the financing district’s costs are calculated based on the square footage of improvements maintained in a specific area and tend to be fixed.

VWRPD plans its finances, taking into account the circumstances of how it receives its operating revenue. “Dry-period financing” is an amount set-aside and required to financially “carry” each of the special financing districts and zones (more than 130) for maintenance and operations during the times when funds are not readily available due to the Tax Collector’s collection and distribution schedule.

The Park District must set aside a portion of the funds to replace and/or rehabilitate the capital facilities and equipment once it becomes no longer usable. These funds are known as “Capital Asset Management” or “CAM” reserves. Without allocating a portion of its revenues to CAM reserves, the Park District would not have the financial capability to replace Park equipment that exceeds its safe useful life. When properties pay an assessment/tax, a portion of the fund is set aside for CAM reserves in order to ensure that the park remains usable in the future.

Valley-Wide maintains a balanced budget and maintains fund balances to remain fiscally viable to finance the daily, routine maintenance, and refurbishment or replacement of capital assets. Further, VWRPD does not have any outstanding debt which is outstanding for a District of this size.

Revenue-to-Operating Expenditures

According to 2019 NRPA Agency Review the typical parks and recreation agency in the United States recover 27.3 percent of its operating expenditures from non-tax revenues. This measurement is also known as cost recovery. In FY 18-19, Valley-Wide Recreation and Park District had 31 percent cost recovery. In FY 17-18 cost recovery was 32 percent.

Operating Expenditures per Capita

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita. This measurement marks non-capital dollar spending for each person living in and agency's service area. In 2019, the typical parks and recreation agency spent \$78.69 for each person within its service boundary. VWRPD spent \$63 in FY 18-19 – short of the average of the agencies responsible for providing parks and recreation services. In FY 17-18 VWRPD spent \$59.14 for each person within its service boundary.



Source: 2019 NRPA Agency Performance Review

Potential Funding Support

Revenue enhancement was identified as a key priority for focus groups and stakeholder participants, as well as survey respondents. The District should continue to pursue funding strategies that provide alternative funds to the District's General Fund:

- Explore alternative funding sources that strategically align with targeted services.
- Expand alternative funding for strategic initiatives through grants.
- Explore additional community partnerships.
- Explore the opportunities for (and use of) sponsorships.
- Consider a bond referendum for expanded and new facilities.

A bond referendum was supported by 49 percent of survey respondents. The District should consider a bond referendum as a source of funding for updating facilities that will increase patronage and new dedicated revenue sources for long-term maintenance and replacement of improvements. Sponsorships and naming rights also received good support with 70 percent of survey respondents indicating probably or definitely supporting.

It is important that Valley-Wide Recreation and Park District maintain its ability to enrich the quality of life for all VWRPD residents and to deliver services at the level residents are accustomed to experiencing. The Citizen Survey results show that there is some tolerance for fee increases. VWRPD should consider increases to fees in programs and base pricing on demand, target customer data, competitor pricing, and the recently developed subsidy policy while acknowledging the need to maintain the scholarship program.

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III. Key Opportunities

In February of 2020, VWRPD’s master plan project team, staff, and members of the community viewed a Findings Presentation. This presentation focused on sharing summary information on demographic data, focus group, stakeholder and leadership interviews, the community needs assessment survey, and the GRASP® inventory and LOS findings. The Findings presentation concluded with acknowledging a continued need for informed decision-making and provided a summary of key opportunities – resulting from analyses of the data collected. Feedback from those who viewed the Findings presentation confirmed that these themes and issues are indeed those that VWRPD should take into consideration in developing the 2020 Parks and Recreation Master Plan recommendations.

Figure 32: Findings Presentation Key Issues and Opportunities



During a Visioning Workshop held in February 2020, a more in-depth review of issues allowed the VWRPD’s project team to respond to approximately 50 consultant-created recommended strategies. A tool known as the Key Issues Matrix identified, by category, the issues, the origin of qualitative input and quantitative data, and preliminary recommendations. Five categories of issues were identified:

- Organizational
- Programs and Services Delivery
- Facilities and Amenities
- Level of Service (LOS)
- Finance

Identifying and confirming the issues noted here with VWRPD staff provided direction for the development of goals, objectives, and strategies found in **Section IV** – Implementation.

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IV. Implementation

After analyzing the recurring themes and issues, a variety of recommended goals and objectives were developed to guide the improvement of parks, recreation facilities, trails, and pathways in VWRPD. These issues and themes emerged from the Key Issues Matrix, qualitative and quantitative data, inventory of existing assets, Level of Service analyses, citizen survey, the leadership interviews, and stakeholder and public input. These recommendations focus on enhancing public recreation in the District through improvements to existing park facilities and recreation amenities, recommended new facilities and amenities, increased organizational efficiency, improved programming and service delivery, and expanded financial opportunities.

There has been a primary focus on maintaining, sustaining, and improving VWRPD parks, recreation, and trails services. VWRPD should implement the recommendations of the 2020 Parks and Recreation Master Plan Update. As conditions in the District change, and as the methods used to put the recommendations into practice evolve, these may result in the recommendations changing over time.

A. Recommendations

Goal 1: Continue to Improve Organizational Efficiencies

Objective 1.1 – Continue to enhance and improve internal and external communication regarding VWRPD activities and services

The District currently does a good job of promoting its programs and activities through its website, flyers, and social media. When asked how residents prefer to receive their information from the District, survey respondents noted that social media and the VWRPD website were tied as the top preferred method at 51 percent, followed by email, the Activity Guide/Brochure, and newsletters. To continue to be successful, the District should continue to adhere to the VWRPD Marketing Plan that will guide communication and promotion of its activities and facilities. Such marketing efforts create greater awareness of District recreation offerings. The Marketing Plan should be reviewed and updated annually.

As part of the Marketing Plan, the District should evaluate wayfinding signage for facilities on roadways, pathways, and within parks. The District should develop signage standards for parks, trails, and facilities. Improved wayfinding signage will contribute to a greater sense of connectivity to parks, facilities, and pathways.

Objective 1.2 – Staff appropriately to meet current demand and maintain established quality of service

As recommendations in the Master Plan for expanded programs, services, new facilities, pathways and trails, parks, and facility upgrades are implemented, it will be vital for the District to increase staffing levels as the District's responsibilities grow. The intensity of maintenance practices required for upgraded facilities and amenities requires additional workforce to be focused in this area. This would indicate the need for other resources and, most likely, new maintenance positions within the District. It is crucial to evaluate staffing levels to maintain current and desired performance standards. Increasing programming will require additional recreational personnel as well. Increasing technology may also require additional personnel.

Objective 1.3 – Build on existing and look for opportunities to increase appropriate partnerships

Seek to strengthen and grow partnerships between the District and community organizations. Prioritize opportunities that expand residents’ access to new, different, or in-demand programs, facilities, or services that may not be available directly through the District.

VWRPD should review the partnership with the San Jacinto Unified School District. As part of the review, assure that both the VWRPD and the School District are equal partners. The relationship should be outlined in a Memorandum of Understanding that is reviewed and updated regularly.

Objective 1.4 – Keep current with the use of technology

The District should review the District’s website and continue to improve user-friendliness. As the role of technology, the internet, and online tools increase, so will the need to dedicate a full-time staff person to maintain the website, and continue to improve online registration and facility reservation processes. The District should pursue an app for customer service efficiency and create an internal maintenance request process and follow-up system and further develop GIS technology.

Goal 2: Continue to Improve Programs and Service Delivery

Objective 2.1 – Develop additional recreational programs and services

The District should continue to look for opportunities to expand recreational programs and activities based on community demand and current trends. The community would like to see more programs and activities for citizens ages 35 to 55, bilingual and cultural events, as well as additional programs for special needs, teens, and seniors.

The District should continue to monitor recreational trends and stay current with programming and demand. As new programs and services are developed and implemented, continue to create a balance between passive and active recreation.

Objective 2.2 – Work with other service providers to develop programs and services to meet demand and trends

As popularity in program offerings and activities increases, the District should continue to look for opportunities to expand programs while working with the other service providers within the District. Formalize agreements in writing with each service provider. Continue to grow MOUs with the school district, community groups, and non-profits that provide both open space and amenities for the community as well as facility space for additional programming to neighborhoods and underserved portions of the District.

Goal 3: Improve and Expand Facilities and Amenities

Objective 3.1 – Expand greenways, pathways, and trails connectivity

A high priority from the public engagement process was the desire for the expansion of and improved connectivity of the existing trails and public pathway system. The District should continue working with the other agencies, localities, and the County as it looks to meet the demand to develop and expand pathways and trails that regionally connect communities, neighborhoods, schools, and parks.

Using the gap analysis and current existing and planned pathways and trails, the District should make trails and pathways that link the regional system to existing and future parks and facilities a priority.

Objective 3.2 – Continue to maintain and improve existing facilities

The top factor identified by focus group participants that would increase their use of facilities was the condition and maintenance of parks and amenities. The District has done an excellent job with routine maintenance; however, asset replacement and upgrades to amenities need addressing. The age and usage of many facilities present additional challenges in maintaining and upgrading these facilities and amenities. The District currently has several projects underway or in the planning stages. It should continue to implement existing plans and projects identified in the Capital Improvement Plan and as part of the Prop 68 Grant Program. Additionally, use the inventory from this Master Plan to address the deferred maintenance backlog and create an asset replacement schedule to address the low scoring components. These plans and a park assessment should be reviewed annually and updated as needed.

One way to improve the existing parks and the park system, in general, is to widen the user groups for each park site by providing secondary facilities that complement and expand the primary use. The District has begun to follow this approach at some parks, like developing pickleball court at DVL Sports Park and should continue this methodology to help meet the needs of a diverse community.

The District should continue to maintain the GIS database for parks and trails assets using the current inventory from the Master Plan. As new parks, trails, and amenities are added, or existing assets are upgraded, replaced, or repurposed, update the GIS database to reflect those changes and the current condition of assets.

Objective 3.3 – Expand open space and parks

A top priority of leadership interviews, survey respondents, focus groups, and other public engagement respondents was the expansion of open spaces and parks in the District. Based on the GRASP® analysis, 92 percent of the District’s population has access to outdoor recreation within 3 miles, and 97 percent have access within 5 miles. Consider future growth areas and potential gaps identified in the GRASP® analysis as a priority area for additional park and open space lands. The current standard in the District is 5 acres of open space per 1,000 residents.

As development continues to occur in the District, work with the developers to consider larger community parks that are accessible within a 3 to 5-mile driving distance. Regional and Specialty Parks will draw from beyond the 3 to 5-mile services area.

Objective 3.4 – Make improvements to or replace some existing facilities and amenities or develop new amenities at existing parks based on level of service analysis

Demand for the usage of VWRPD parks, trails, and facilities continues to grow, and as development continues, the District should look for opportunities to add new park sites and recreation amenities to enhance the experience for users. Other possibilities exist to expand the user base of individual parks by adding secondary uses that support the primary park use. This will create more activity at the parks and potentially broaden the times of day that the site is active, as well as the number of users.

Additionally, based on the level of service analysis, the District should look for opportunities to add new components at existing parks where the level of service may be below the desired threshold. Refer to the Existing Conditions Report section of the Master Plan for those areas identified as most in need of improvement on a park by park basis.

Some areas of focus identified during the information-gathering phase of the master plan were:

- Adding a Recreation Center/Fieldhouse: The District currently is running out of space to conduct programs at existing facilities. Focus group and survey respondents rated these a high priority to develop in the District.
- Additional sports fields: Focus group participants and survey respondents expressed interest in adding outdoor athletic fields and courts to provide other recreational opportunities for adults, as well as young people. In addition to new sports fields and courts, adding sports lighting to existing fields and courts was identified as a priority to increase and accessibility.

Objective 3.5 – Continue to improve ADA accessibility at all facilities

According to the ADA.gov website, “Access to civic life by people with disabilities is a fundamental goal of the Americans with Disabilities Act (ADA). To ensure that this goal is met, Title II of the ADA requires State and local governments to make their programs and services accessible to persons with disabilities... One important way to ensure that Title II's requirements are being met in cities of all sizes is through self-evaluation, which is required by the ADA regulations. Self-evaluation enables local governments to pinpoint the facilities, programs, and services that must be modified or relocated to ensure that local governments are complying with the ADA.”

The District should continue to inspect existing facilities, conduct self-evaluations, and update its transition plan as needed to continue to improve accessibility for all citizens. As facilities are upgraded, consider the installation of inclusive playground and park equipment.

Objective 3.6 – Upgrade convenience and customer service amenities at existing facilities

As the District upgrades and improves existing facilities, it should explore opportunities to add shade, storage, restrooms, drinking fountains/water bottle filling stations, security lighting, public art, and other amenities appropriately at existing facilities. Priorities for new or improved amenities from the public engagement included the installation of dog parks, splash pads, skate parks, picnic areas, and playgrounds.

Goal 4: Increase Financial Opportunities

Objective 4.1 – Review existing funding and restructure to meet the current situation

The District adopts budgets bi-annually and is funded by four sources of revenue: property tax, program fees, special assessments districts, and grants. Property tax and benefit assessments cover the cost of administration, maintenance, acquisition, capital improvements, debt payments (certificates of participation), utilities, and operations. Program fees cover the cost of programs and are self-sustaining. Grant funds are for specific purposes and can only be used for their intended purpose.

The District should review the current program and rental fees regularly to ensure they are equitable, and that the collection of fees is resulting in the appropriate cost recovery. As part of master planning process, revenue and expenses were evaluated to determine current subsidies. The current fees need to be adjusted to reflect operational and maintenance costs that have increased over time.

Objective 4.2 – Explore additional funding options

In addition to program fees, other funding strategy options include donations, grants, and sponsorships. These are generally short-term, specific to a project or amenity, and typically require some matching funds. These strategies are a great source of supplemental funds but are not a long-term solution.

For long term funding for park development and maintenance, the District could consider a re-valuation (reassessment) of the District. This would bring the older sections of the District up to the current value and provide additional funds that can be used in those areas of the District.

Objective 4.3 – Explore opportunities to increase sponsorships

The District currently has sponsorship arrangements for special events, programs, and activities. It should continue to explore additional sponsorship opportunities and build on existing sponsorships. All existing and future sponsorships should be evaluated to ensure that they are accurately portrayed in a signed sponsorship agreement.

Objective 4.4 – Implement the Cost Recovery and Financial Sustainability Study Recommendations

As part of the master planning process, the District completed a process to develop a formal resource allocation and cost recovery philosophy, model, and policy that is grounded in the values, vision, and mission of VWRPD. The District has developed a pricing methodology that reflects the community’s values, while generating revenues to help sustain the District’s facilities, parks, programs, and services.

B. Action Plan with Cost Estimates and Prioritization

Like the rest of this plan, the Action Plan should be recognized as a living document that can be adapted as shifts in the Valley-Wide Recreation and Park District occur. This section lays out a framework for how VWRPD, the Board of Directors, and jurisdictions in VWRPD’s sphere of influence can respond to the observations and recommendations outlined in this master plan.

All cost estimates, where applicable, are in 2020 figures. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Designated timeframe to complete:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing

Goals, Objectives, and Action Steps

Goal 1: Continue to Improve Organizational Efficiencies

Objective 1.1: Continue to enhance and improve internal and external communication regarding District activities and services			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a: Update and follow the District's Marketing Plan; the plan should include but is not limited to: <ul style="list-style-type: none"> • Branding of the District • Wayfinding and signage standards • Increased use of social media • Use and development of the District's website • Partnership opportunities 	\$0	Staff Time Possible New Position (\$35,000-\$40,000)	Mid-Term
1.1.b: Review marketing plan annually and update as needed.	\$0	Staff Time (\$6,000)	Ongoing
1.1.c: Continue to engage the community in current and future parks, recreation, and open space planning efforts.	\$0	Staff Time (\$6,000 - \$9,000)	Ongoing
1.1.d: Continue to promote and create awareness of the programs and activities through the District website and social media.	\$0	Staff Time (\$6,000 - \$9,000)	Ongoing
Objective 1.2: Staff appropriately to meet current demand and maintain established quality of service			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a: Increase staffing levels as the District's responsibilities grow; new positions in recreation programming as well maintenance will be required.	\$0	Will vary based on positions filled	Short-Term Priority
1.2.b: Hire and train staff for current and future park, facilities, and trails/pathways maintenance demands.	\$0	Will vary based on positions filled	Short-Term
1.2.c: Hire, conduct orientation with, and train staff for current and future recreation programming and facility usage demands.	\$0	Will vary based on positions filled	Mid-Term

Objective 1.3: Build on existing and look for opportunities to increase appropriate partnerships			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a: Seek to strengthen and grow partnerships between the District and community organizations.	\$0	Staff Time (\$6,000)	Mid-Term
1.3.b: Continue to ensure all existing and future partnerships are accurately portrayed in a signed agreement.	\$0	Staff Time (\$4,000 - \$6,000)	Short-Term
Objective 1.4: Keep current with the use of technology			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a: Review and update the District website.	\$0	Staff Time (\$6,000)	Mid-Term
1.4.b: Upgrade online registration and facility reservation software to be more user friendly and efficient.	Will vary if outside vendors used to purchase and maintain app.	Staff Time (\$4,000 - \$6,000)	Short-Term
1.4.c: Explore the development of an app to manage internal maintenance work orders.	\$0	Staff Time (\$6,000)	Mid-Term

Goal 2: Continue to Improve Programs and Service Delivery

Objective 2.1: Develop additional recreational programs and services			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a: Develop and implement a plan to address the needs for programs and services for citizens ages 35 to 55, as well as bilingual and cultural activities.	\$0	Staff time to plan with instructors conducting programs (\$8,000 - \$12,000) including required supplies	Short-Term

2.1.b: Identify and explore additional recreational opportunities for residents with special needs, teens, and seniors.	\$0	Staff time to plan with instructors conducting programs (\$8,000 - \$12,000) including required supplies	Ongoing
2.1.c: Keep current with trends in recreational programming and develop new programs based on current trends and community needs and demand.	\$0	Staff time to plan with instructors conducting programs (\$8,000 - \$12,000) including required supplies	Ongoing
2.1.d: As new programs and services are developed and implemented, continue to create a balance between passive and active recreation opportunities.	\$0	None	Ongoing
Objective 2.2: Work with other service providers to develop programs and services to meet demand and trends			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a: Continue to look for opportunities to expand programs while working with other service providers within the District. Formalize partnership agreements in writing.	\$0	Staff time (\$3,000 - \$4,000)	Ongoing
2.2.b: Continue to expand on Joint Use Agreements and Memoranda of Understandings with the school district, non-profits, and private businesses to increase programs and services to the community.	\$0	Staff time (\$3,000 - \$4,000)	Ongoing

Goal 3: Improve and Expand Facilities and Amenities

Objective 3.1: Expand greenways, pathways, and trails connectivity			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a: Continue working with other agencies, District localities, developers, and the County to provide regional connectivity to neighborhoods, schools, parks, and the community.	Multimodal Paths \$87 per linear foot	Additional staff for maintenance (\$3,000 - \$5,000) is necessary for any newly developed parkland	Short-Term Priority
3.1.b: Plan and construct trails and greenway that link the regional system to existing and future parks and facilities. Prioritizes off-street recreation trail opportunities over on-street connections whenever possible to increase trail access to all populations.	TBD	Potential additional staff or contract management (\$5,000 - \$8,000) for maintenance of new trails	Short-Term
3.1.c: Develop and implement a wayfinding program that covers signage standards, directional and distance signage, maps and the use of apps.	Major trailhead/ trail junction signage: \$10,000 per sign Secondary and directional signage: \$3000 – \$5,000/ sign.	Staff Time (\$5,000)	Mid-Term
Objective 3.2: Continue to maintain and improve existing facilities and amenities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a: Address the deferred maintenance backlog and create an asset replacement schedule that addresses the low scoring components from the Master Plan inventory.	TBD	Staff time (\$7,500)	Ongoing Priority
3.2.b: Keep and maintain updated the GIS database of parks and amenities assets using the current GRASP® inventory. Conduct annual component-based inventory and assessment to identify low scoring components and add new components or amenities.	\$0	Staff time (\$7,500)	Ongoing

3.2.c: Continue to implement existing plans and projects identified in the CIP and as part of the Prop 68 Grant Program.	Will vary based on projects	Staff time (\$9,000)	Ongoing
3.2.d: Address low scoring components and amenities from the Master Plan inventory by upgrading, replacing, or repurposing components or amenities where appropriate.	Capital cost estimates per facility should be included in the deferred maintenance plan	Staff time or contract management (\$8,000 - \$12,000)	Ongoing
3.2.e: Develop an asset replacement schedule to monitor assets and keep replacement up to date based on recurring inventory updates and assessments.	Will vary based on asset	Staff time (\$8,000 - \$12,000)	Ongoing

Objective 3.3: Expand open space and parks

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a: Look for opportunities to add new open spaces and parks as residential development occurs in the District.	TBD	Staff Time	Long-Term
3.3.b: As development continues to occur, work with the developers to consider larger regional parks that are accessible within a 3 to 5-mile driving distance.	TBD	Staff Time	Long-Term

Objective 3.4: Make improvements to or replace some existing facilities and amenities or develop new amenities at existing parks based on current level of service analysis

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a: Look for opportunities to develop new park sites and amenities as the District continues to grow.	Will vary (approx. \$900,000 acre)	Will vary based on projects	Ongoing
3.4.b: Consider components or opportunities identified in the needs assessment to add secondary uses to existing parks to expand the user base and support the primary park use.	Will vary	Staff Time	Mid-Term
3.4.c: Look for opportunities to develop a new recreation center/fieldhouse to meet community demand.	\$380 per SF 75K-100K SF \$28.5M to \$38M	Will vary based on the final project	Short-Term
3.4.d: Conduct a feasibility study for a new recreation center/fieldhouse.	\$35,000 - \$50,000	Staff Time	Short-Term
3.4.e: Based on the needs assessment, look for opportunities to add new components at existing parks to enhance the user experience and broaden to users of the facility.	Will vary	Additional staff (\$10,000) for maintenance	Mid-Term

3.4.f: Explore opportunities to develop and add outdoor athletic fields and courts to provide additional recreational opportunities for adults and young people.	Athletic Fields \$5 per SF 60K SF = \$290K Courts \$10 per SF 34K SF = \$340K	Additional staff (\$10,000) for maintenance	Mid-Term
Objective 3.5: Continue to improve ADA accessibility at all facilities.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a: Continue to inspect existing facilities, conduct self-evaluations, and update transition plan as needed.	TBD	Staff Time	Ongoing Priority
Objective 3.6: Upgrade convenience and customer service amenities at existing facilities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a: Explore opportunities to add restrooms, drinking fountains/water filling stations, shade, storage, and other amenities appropriately at existing parks and facilities.	Will vary based on projects	Additional staff (\$30,000 - \$40,000) for maintenance	Mid-Term
3.6.b: Explore opportunities to add new amenities to existing or new parks to meeting community demand such as dog parks, splash pads, picnic areas, and playgrounds.	Dog Park \$3 per SF 30K SF - 60K SF Splash Pad \$400 per SF 2K SF - 3.5K SF Playground \$150 per SF 1K SF - 2K SF	Additional staff or contract management (\$5,000 - \$8,000) for maintenance	Mid-Term

Goal 4: Increase Financial Opportunities

Objective 4.1: Review existing funding and restructure to meet current situation			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a: Implement the recommendation from the Cost Recovery and Financial Sustainability Study conducted as part of the Master Plan.	\$0	Staff Time	Short-Term Priority
4.1.b: Review and adjust existing fees to reflect current operational and maintenance costs incurred by the District.	\$0	Staff Time	Short-Term

Objective 4.2: Explore additional funding options			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a: Use the Capital Improvement Plan and Prop 68 Grant Program to guide the future development of open space and facilities.	Will vary based on projects recommended	Staff Time (\$3,000 - \$5,000)	Short-Term Priority
4.2.b: Continue to pursue grant opportunities and philanthropic donations.	Will vary based on projects recommended	Staff Time (\$3,000 - \$5,000)	Ongoing
4.2.c: Explore the feasibility of a reassessment of the District to create an equitable valuation of properties in the District.	\$0	Staff Time (\$3,000 - \$5,000)	Mid -Term
4.2.d: Explore the feasibility of a bond referendum for capital building projects.	\$0	Staff Time (\$3,000 - \$5,000)	Long-Term
4.2.e: Explore the feasibility of a new hospitality tax or dedicated sales tax for long term funding for park maintenance.	\$0	Staff Time (\$3,000 - \$5,000)	Long-Term
Objective 4.3: Explore opportunities to increase sponsorships			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a : Explore additional sponsorship opportunities and build on existing successful sponsorships.	\$0	Staff Time (\$3,000 - \$4,000) Potential increased revenue or decreased expenses	Ongoing
4.3.b: Ensure that all existing and future sponsorships are accurately portrayed in signed sponsorship agreements.	\$0	Staff Time (\$2,000 - \$3,000)	Short-Term

Objective 4.4: Implement the Cost Recovery and Financial Sustainability Study Recommendations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.4.a: Implement the resource allocation and cost recovery philosophy, model, and policy that was developed with the Master Plan that is grounded in the values, vision, and mission of VWRPD.	\$0	Staff Time	Short-Term
4.4.b: Implement the pricing methodology that continuously reflects community values while generating adequate revenues to sustain VWRPD facilities, parks, open space, programs, and services. Review the user fee structure annually.	\$0	Staff Time	On-going

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Appendix A: Survey Report

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Valley-Wide Recreation and Park District Master Plan Survey 2020 Final Report

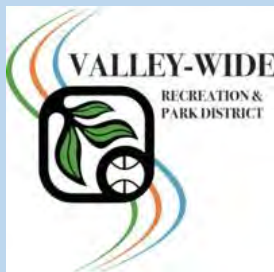











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INTRODUCTION

The purpose of this study was to gather community feedback on the Valley-Wide Recreation and Park District facilities, amenities, programs, future planning, communication, and more.

This survey research effort and subsequent analysis were designed to assist the Valley-Wide Recreation and Park District in developing a plan **to reflect the community's** needs and desires.

METHODOLOGY

Primary methods:

1 = Statistically Valid (Invitation Survey)

Mailed survey with an option to complete online

2 = Open Link Survey

Online survey available to all residents

4,200 Surveys Mailed

291
Completed Surveys



172 - Invite Surveys Completed



119 - Open Link Surveys Completed

Note: This final report combines the statistically valid survey and the open link survey into overall results.

WEIGHTING THE DATA

The underlying data from the invitation survey were weighted by age to ensure appropriate representation of the Valley-Wide Recreation and Park District residents across different demographic cohorts in the sample.



Using a combination of sources including the ESRI Business Analyst, American Community Survey, and U.S. Census Data, the age distributions in the sample were adjusted to more closely match the population profile of the Valley-Wide Recreation and Park District.

KEY FINDINGS

The Diamond Valley Community Sports Park and Aquatic Center are the most used facilities among respondents. However, comments indicate improvements or enhancements are needed.

- **“I don't know that we need facilities as much as revamping what we already have. Homelessness is also an issue and tends to steer people clear of some park facilities. I know that is tough to combat, but it's a rampant problem.”** - Hemet Resident
- **“The diamond valley field is dead and there is trash all over. The kids sprain ankles and are basically playing in dirt instead of grass. Horrible grounds maintenance.”** - Hemet Resident
- **“More lap swim days (Mon., Wed., Fri. instead of Sun. and Mon. only) and hours at Diamond Valley Center Olympic sized swimming pool”** - Hemet Resident

Familiarity among respondents is moderate for the Valley-Wide Recreation and Park District offerings.

- Approximately 54% of respondents rated their familiarity as somewhat familiar or very familiar. However, 26% of respondents are somewhat not familiar or not at all familiar. With a quarter of respondents not aware of the offerings, there is some room to improve awareness among residents.



KEY FINDINGS

The Valley-Wide Recreation and Park District can improve and better leverage communication efforts and information dissemination about parks and recreation facilities and services to further create awareness and drive visitation to the facilities.

- About 43% of respondents rated the communication effectiveness at somewhat not effective or not at all effective. Only 33% of respondents rated the district as somewhat or very effective.
- Improved communication about offerings is one of the most important items for the Valley-Wide Recreation and Park department to focus on. Most respondents highlighted social media, the Valley-Wide Recreation and Park District website and email as preferred communication methods.
- **“More frequent reminders about programs available and better notification of special events that are upcoming. I often find out too late to attend.”** - San Jacinto Resident

Private/public partnerships saw the strongest support for potential funding sources from respondents. Lower support was given to a new sales tax or an increased property tax.

- Support for private/public partnerships (70% would support) received the strongest support from respondents, followed by support for a bond referendum for specific projects (49% would support).
- A new dedicated sales tax (24% would support) and increased property tax (20% would support) received the lowest support from respondents.

KEY FINDINGS

When asked how well facilities or services are meeting the needs of the community, Amenities at parks and trails/pathways rated above the average for importance but fell below average in terms of needs met.

- These are key areas for potential improvements. Improving these would likely positively affect the degree to which community needs are met overall.

Regarding “values and vision” and the purpose of parks and recreation in the Valley-Wide Recreation and Park District, a near equal balance of respondents indicate that providing family-oriented facilities and activities, ensuring affordability, and safety and security are most important for the Valley-Wide Recreation and Park District to focus on.

- **“Safety is definitely a major concern when taking my family to any recreation. There's always homeless getting high at parks, rec, facilities like (finger paint), not enough programs for teens to get involved.”** - Hemet Resident
- **“All sports have made a big impact on all the families here. Keep them going; baseball, softball, soccer. Thank you!”** - San Jacinto Resident
- **“Better lighting at parking facilities; surveillance to protect users while parked.”** - French Valley Resident



DEMOGRAPHICS

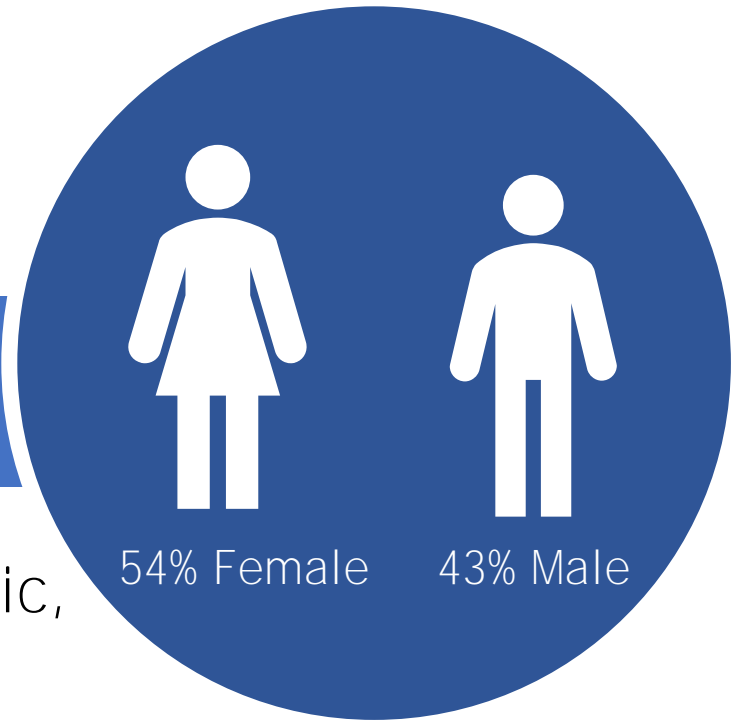
DEMOGRAPHIC PROFILE

Where do you live:

- 55% - Hemet
- 15% - San Jacinto
- 12% - Menifee
- 10% - French Valley
- 4% - Valle Vista
- 3% - Other

27.4

Average number of years living in Valley-Wide Recreation and Park district



35% of respondents are Hispanic, Latino or Spanish Origin



16% of respondents have a need for ADA accessible facilities and amenities



DEMOGRAPHIC PROFILE

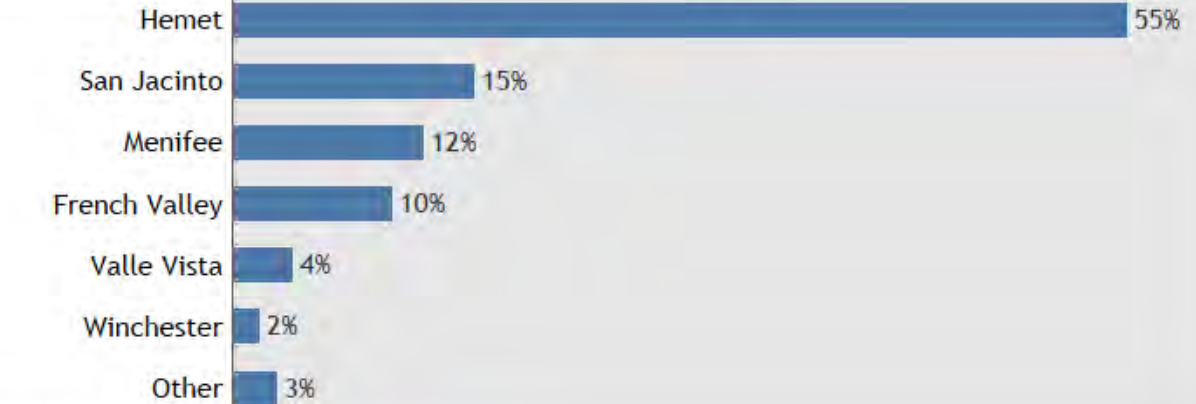
More than half of the respondents live in Hemet. The average respondent has lived in the area for 27.4 years. One in 5 respondents have lived in the area for 5 years or less.

Valley-Wide Recreation and Park District Master Plan Survey

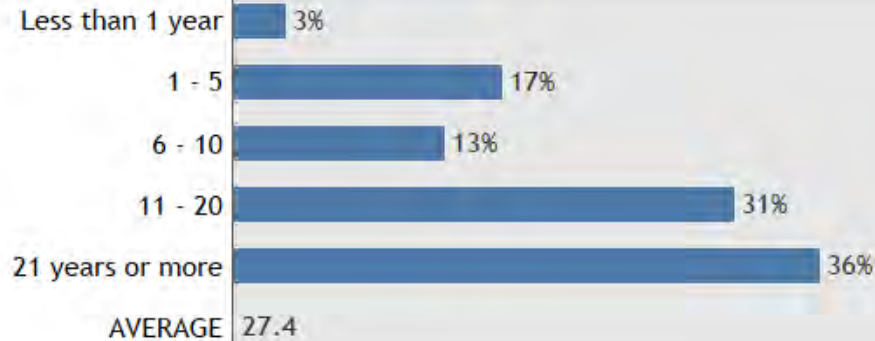
Demographics

Overall

Where in the Valley-Wide Recreation and Park District do you live?



How long have you lived in the Valley-Wide Recreation and Park District?



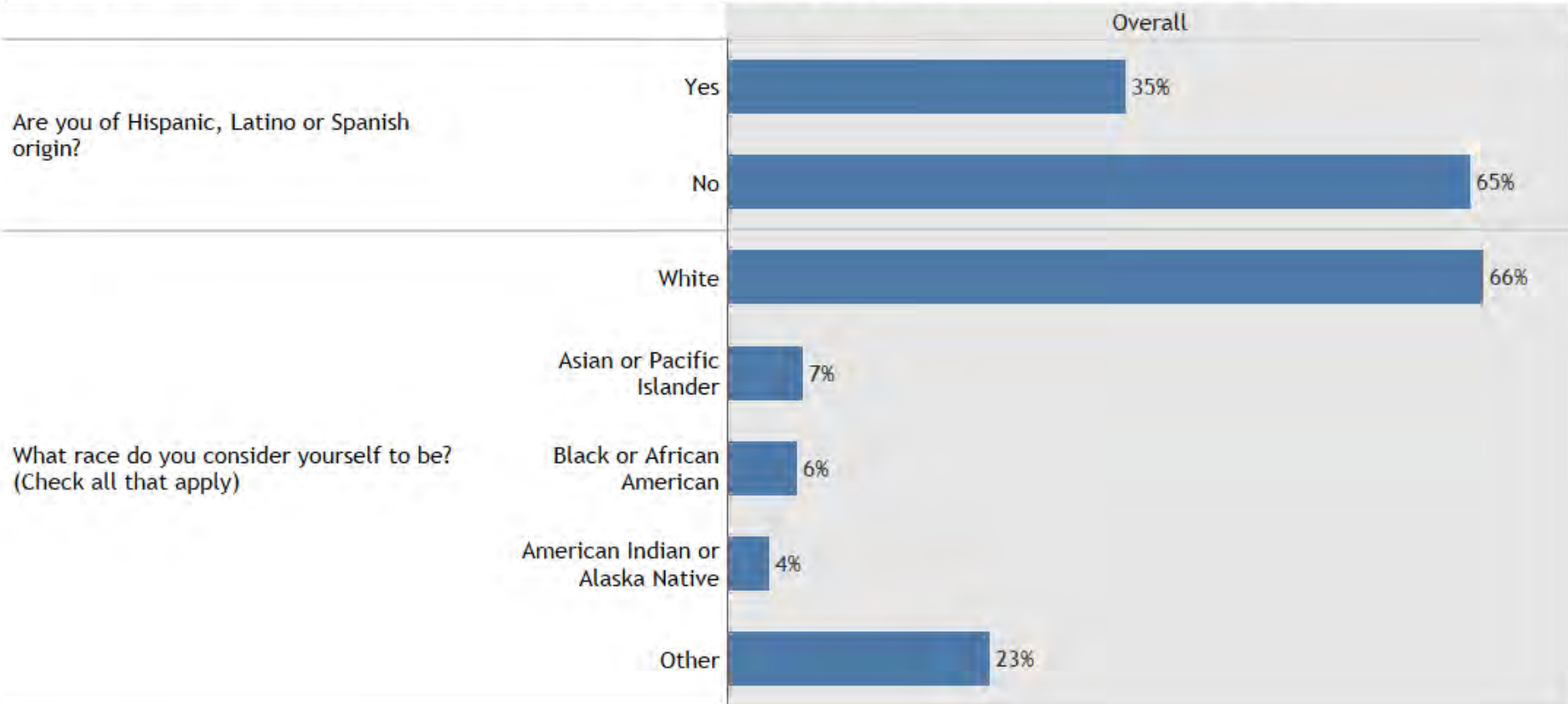


DEMOGRAPHIC PROFILE

A third of respondents identify as Hispanic/Latino/Spanish origin. In total, 66% of respondents identify as White, 7% Asian or Pacific Islander, 6% Black or African American, 4% American Indian/Alaskan Native, and 23% consider themselves some other race.

Valley-Wide Recreation and Park District Master Plan Survey

Demographics

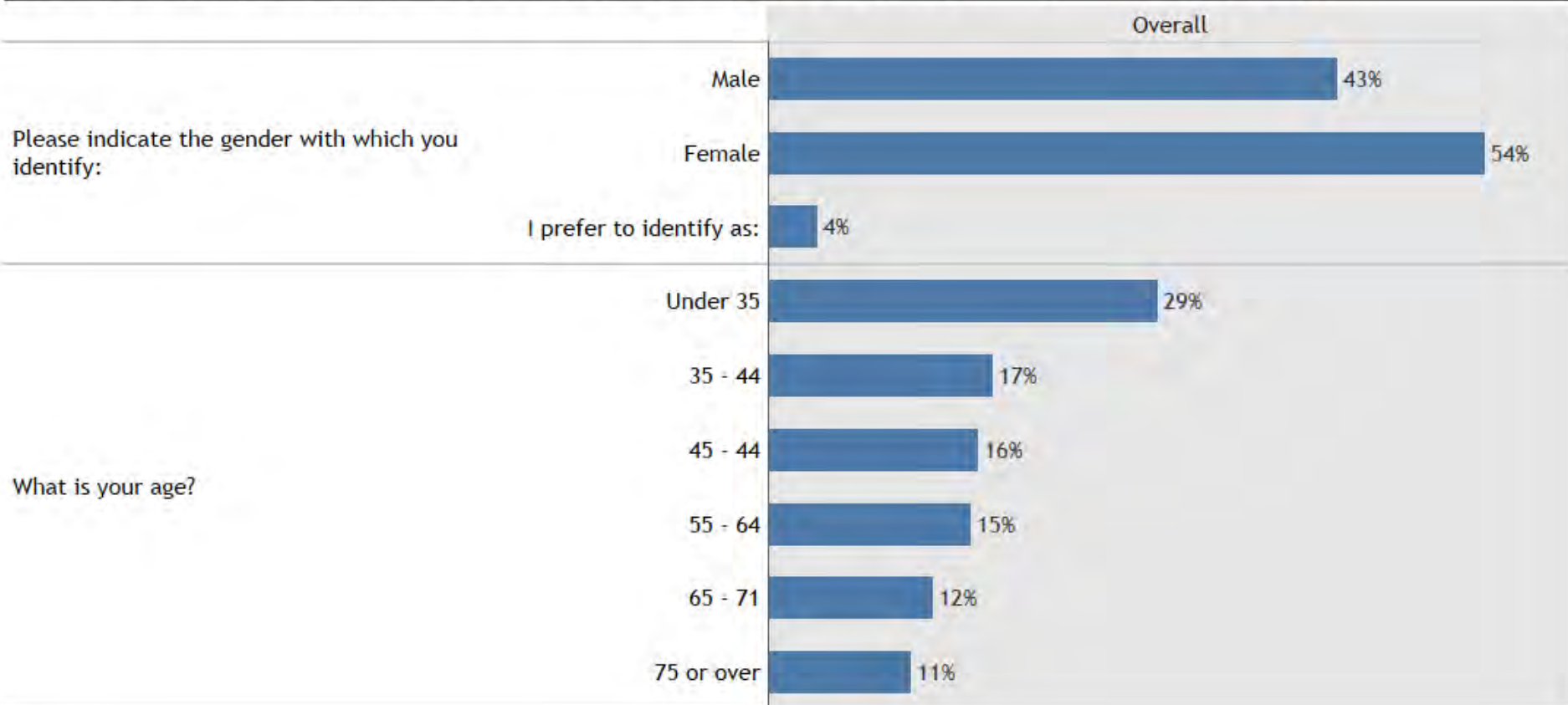




DEMOGRAPHIC PROFILE

Female respondents were more likely than males to participate in the survey. This is not uncommon in surveys as females are more likely to participate in this type of research and respond for the combined household. The age distribution is weighted based on a combination of sources including the ESRI Business Analyst, American Community Survey, and U.S. Census Data and it well represents the Valley-Wide Recreation and Park District.

Valley-Wide Recreation and Park District Master Plan Survey | Demographics



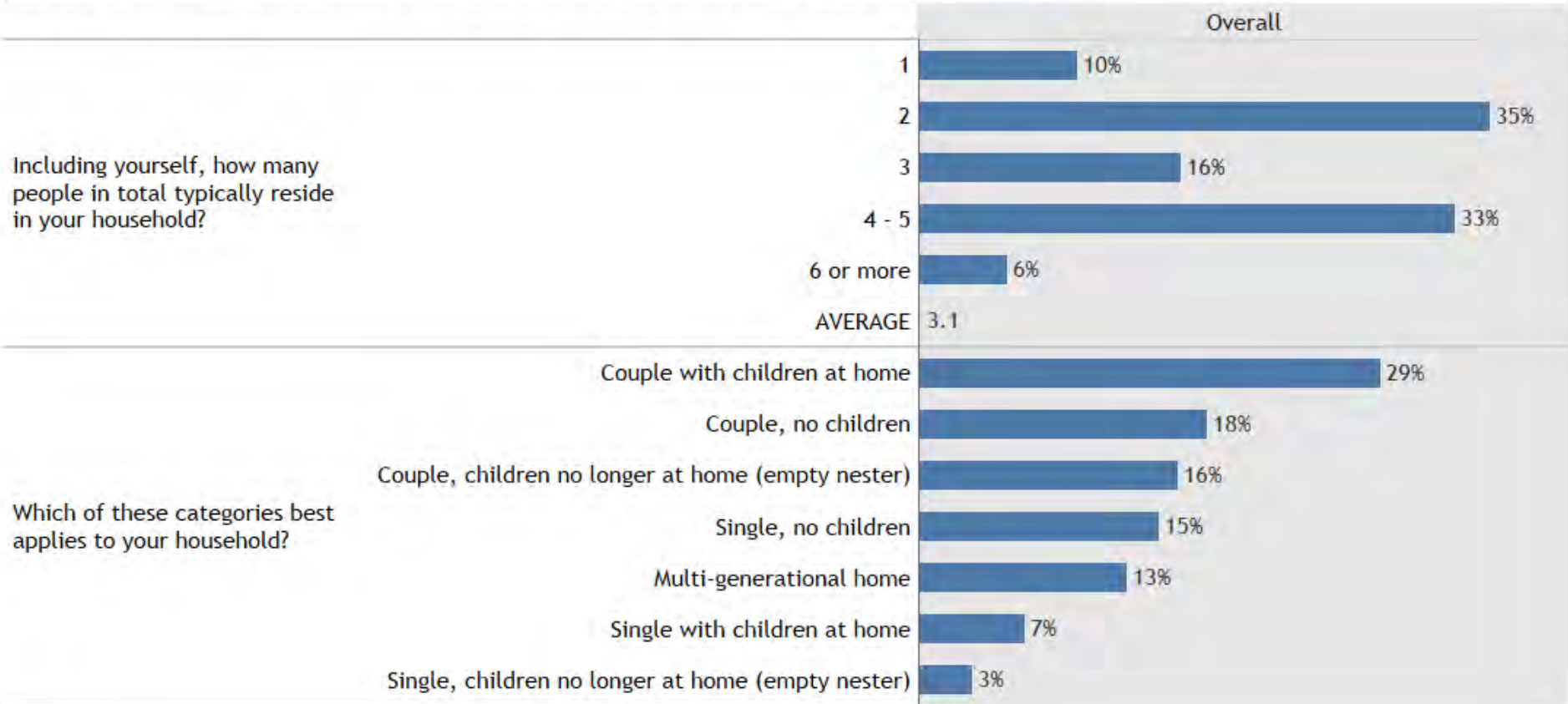


DEMOGRAPHIC PROFILE

Most respondents are couples with children at home, couples without children, and couples with children no longer at home. The average household size is 3.1 people.

Valley-Wide Recreation and Park District Master Plan Survey

Demographics





DEMOGRAPHIC PROFILE

About 16% of respondents have a need for ADA-accessible facilities and services. Over three-quarters (76%) of invite respondents have a household income under \$100,000.

Valley-Wide Recreation and Park District Master Plan Survey

Demographics

Overall

Does your household have a need for ADA-accessible facilities and services?



Which of these categories best describes the total gross annual income of your household (before taxes)?

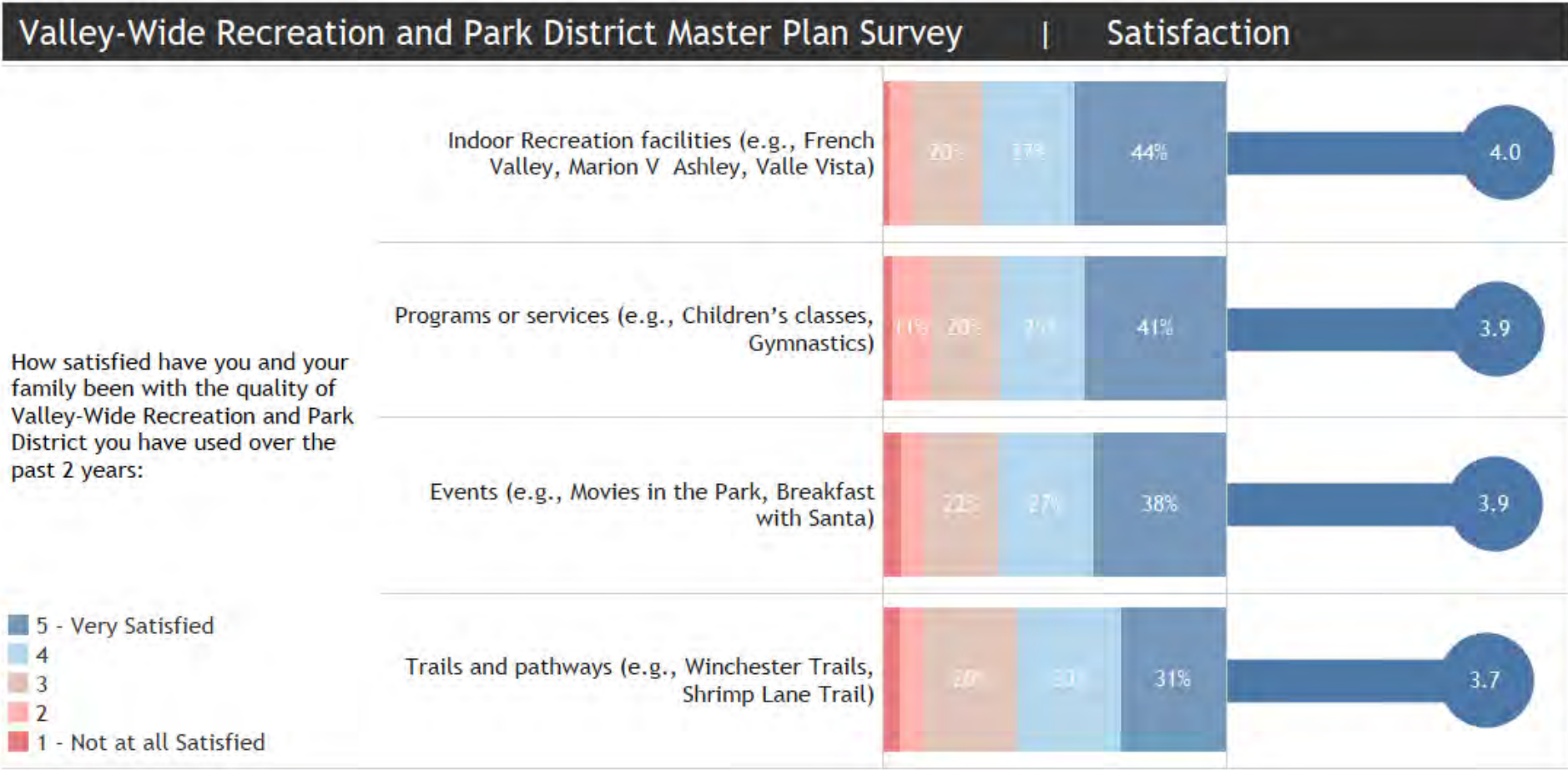


 SATISFACTION



SATISFACTION

Overall satisfaction with the quality of Valley-Wide Recreation and Park District is well above average. Indoor Recreation facilities rated the highest, with 71% either satisfied or very satisfied. Programs or services has the largest share of respondents give a poor rating, with 14% being somewhat dissatisfied or not at all satisfied with the quality.





CURRENT USAGE

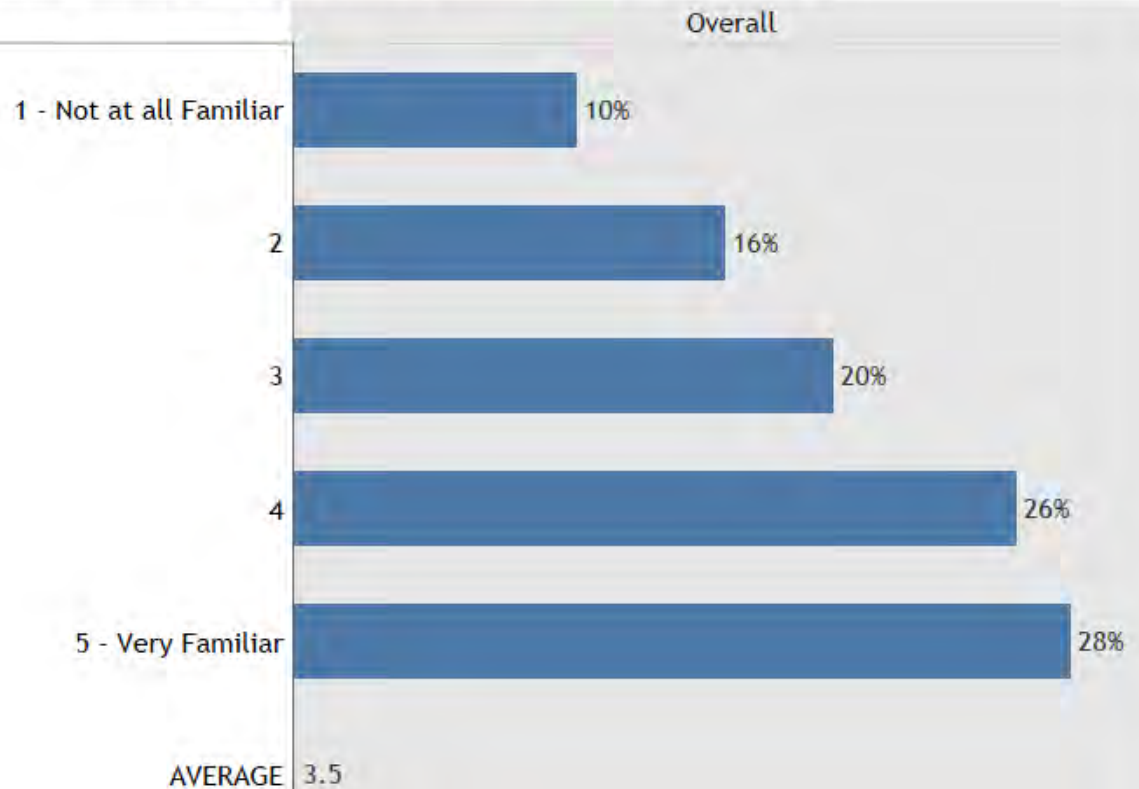


FAMILIARITY WITH PARKS AND RECREATION

On a 5-point scale of familiarity with parks and recreation offerings, approximately 54% of respondents rated their familiarity as somewhat familiar or very familiar. However, 26% of respondents are somewhat not familiar or not at all familiar. Overall, there is some room to improve awareness.

Valley-Wide Recreation and Park District Master Plan Survey | Familiarity

How familiar are you and your household with parks and recreation programs, activities, and facilities provided by Valley-Wide Recreation and Park District?



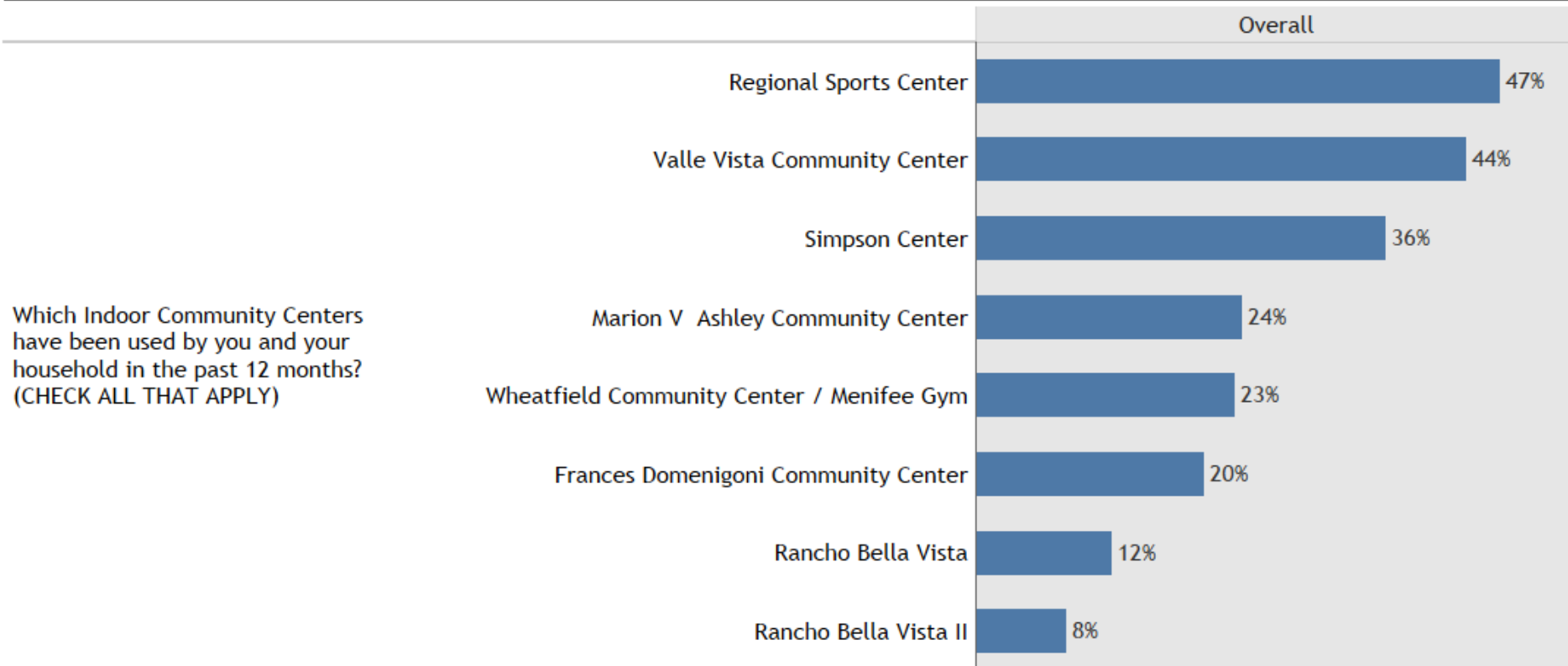


INDOOR COMMUNITY CENTER USAGE

The Regional Sports Center is the most used indoor community center, with half of respondents indicating they use this facility. About 44% of respondents also indicated that they use the Valle Vista Community Center. Rancho Bella Vista and Rancho Bella Vista II are the least used indoor community centers among respondents.

Valley-Wide Recreation and Park District Master Plan Survey Usage

Indoor Community Center



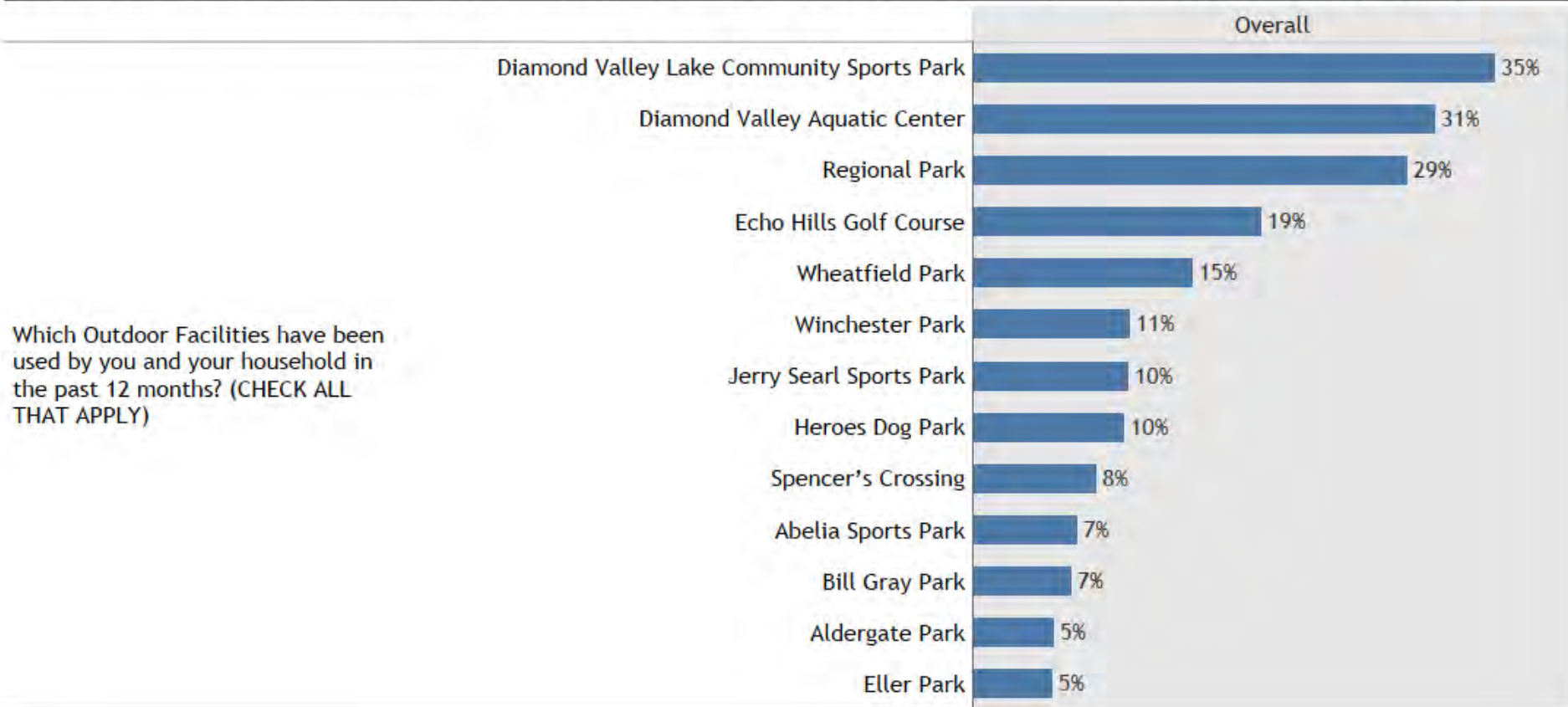


OUTDOOR FACILITY USAGE

The Diamond Valley Lake Community Sports Park is the most used outdoor facility in the Valley-Wide Recreation and Park District, followed by the Diamond Valley Aquatic Center and the Regional Park.

Valley-Wide Recreation and Park District Master Plan Survey

Outdoor Facility Usage



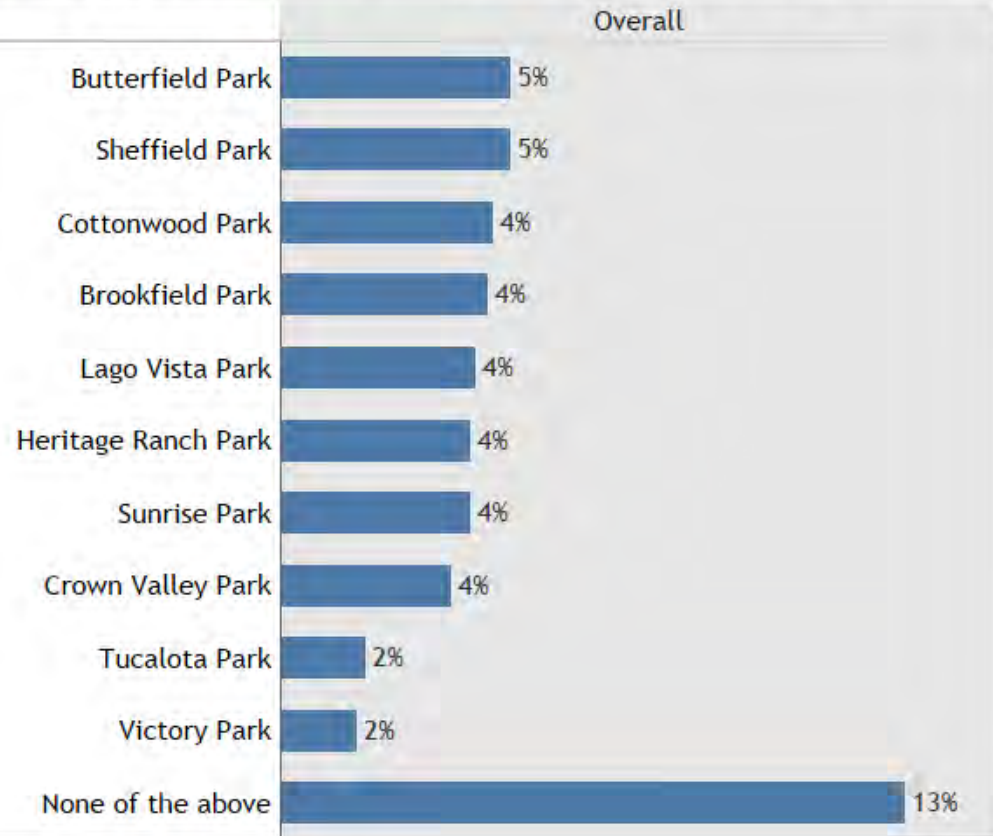


OUTDOOR FACILITY USAGE - CONTINUED

Tucalota Park and Victory Park are the least used outdoor facilities among respondents. In addition, about 13% of respondents have not used outdoor facilities in the past 12 months.

Valley-Wide Recreation and Park District Master Plan Survey | Outdoor Facility Usage




Which Outdoor Facilities have been used by you and your household in the past 12 months? (CHECK ALL THAT APPLY)

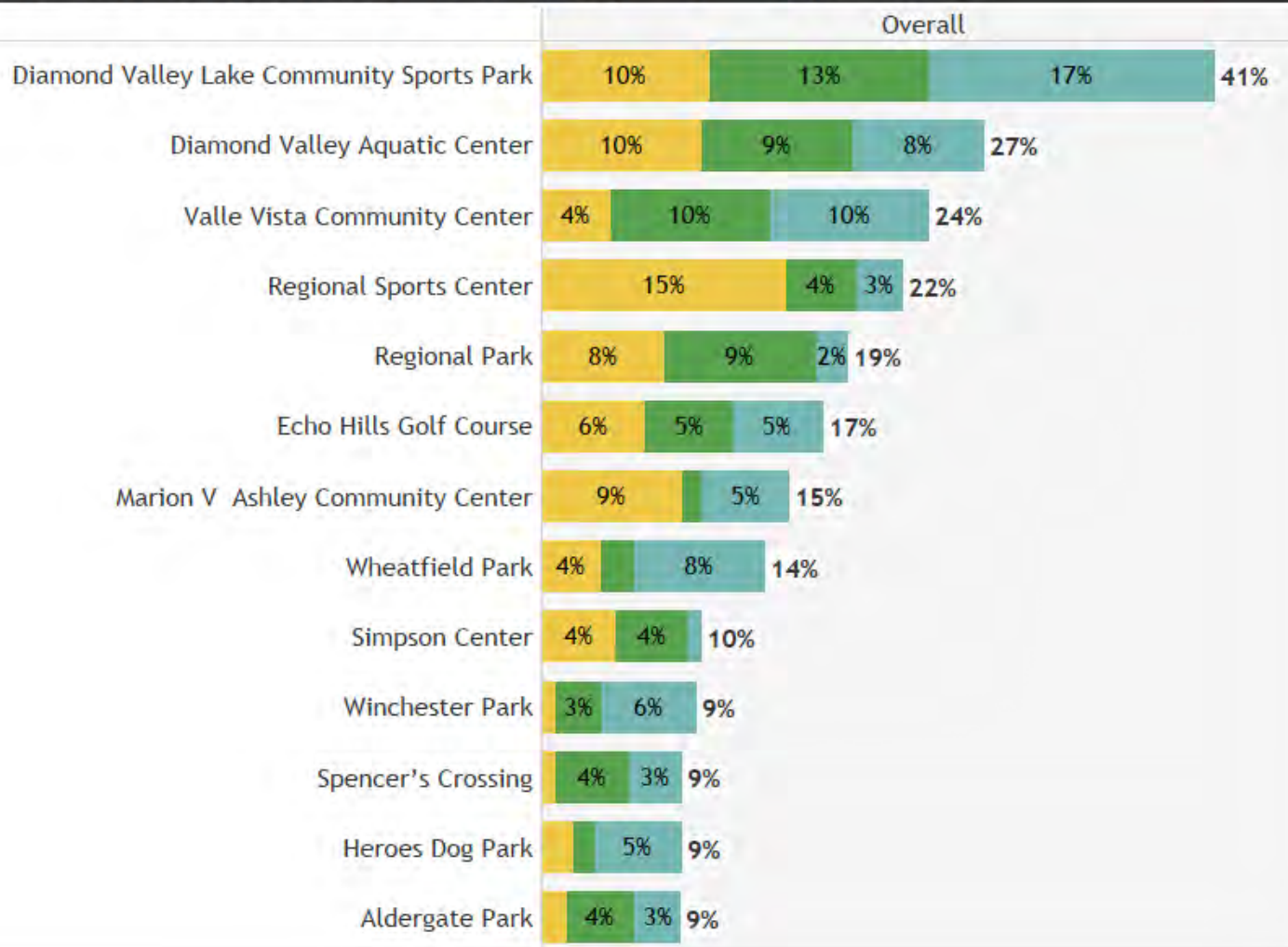


TOP 3 “CURRENT USAGE”

Valley-Wide Recreation and Park District Master Plan Survey | Top 3 "Usage"

Which THREE parks / recreation facilities / amenities does your household use most frequently?

 First Rank
 Second Rank
 Third Rank

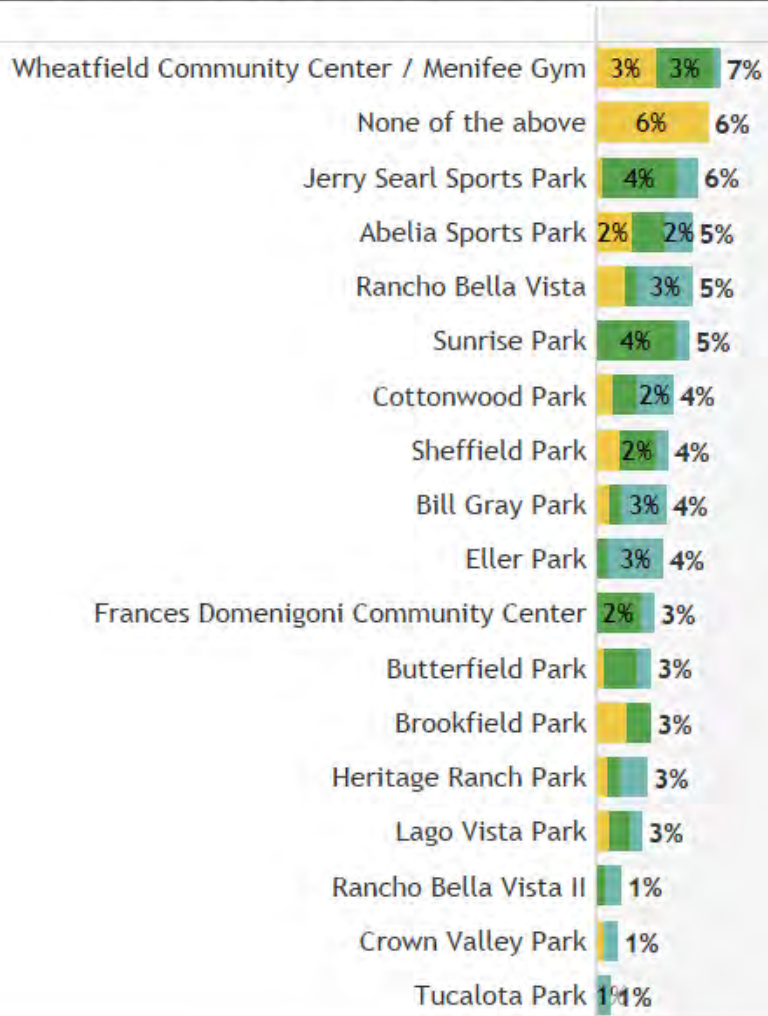





TOP 3 “CURRENT USAGE” - CONTINUED

Valley-Wide Recreation and Park District Master Plan Survey

Top 3 "Usage"

Which THREE parks / recreation facilities / amenities does your household use most frequently?



 First Rank
 Second Rank
 Third Rank



IMPORTANCE-PERFORMANCE

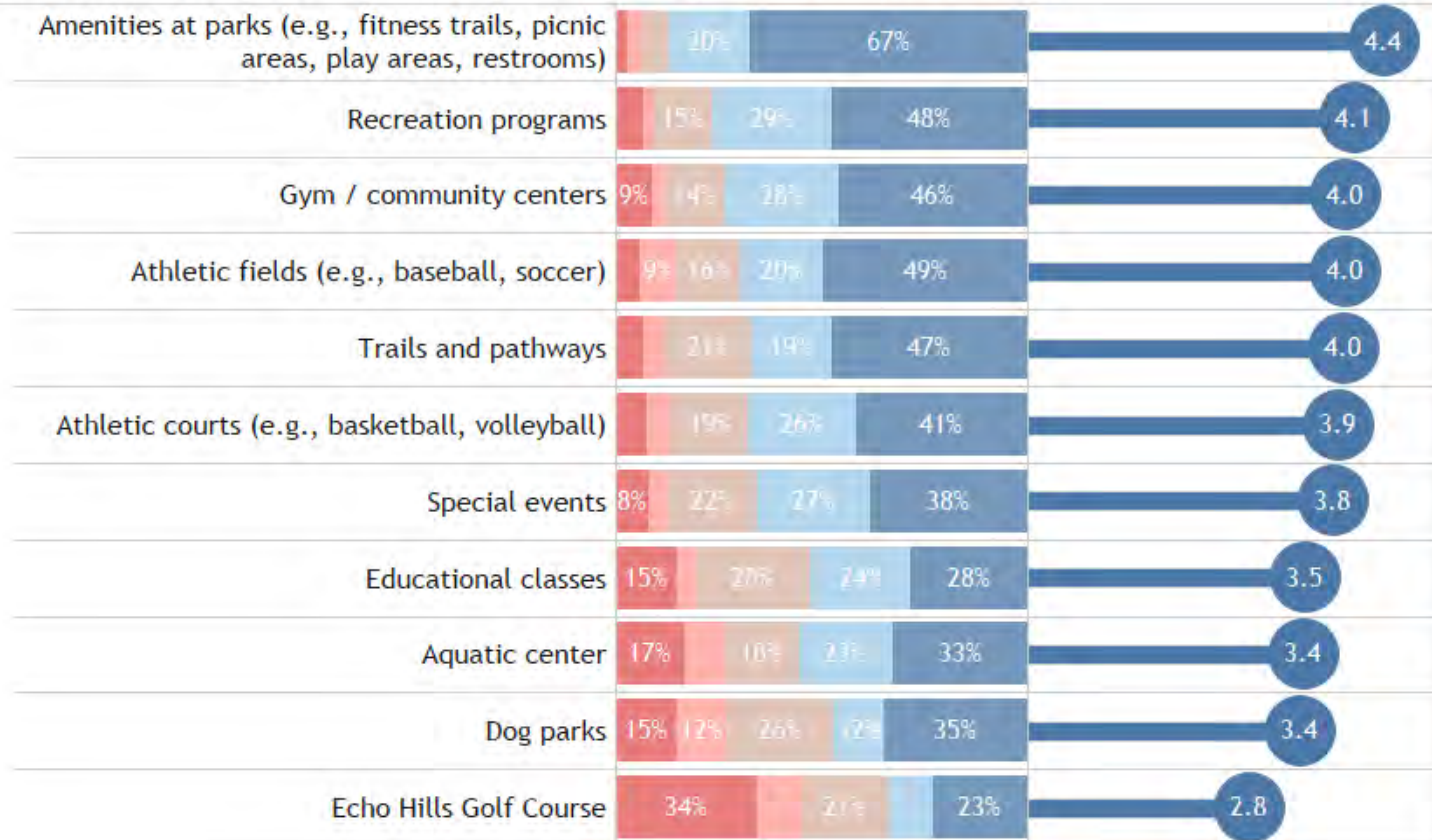
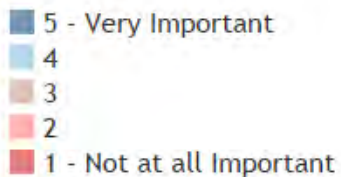


IMPORTANCE OF CURRENT OFFERINGS

When asked what facilities/services were most important to their household, overall respondents highlighted amenities at parks and recreation programs as the most important offerings. However, most facilities or services are important or very important to respondent households. The Echo Hills Golf Course is the least important among respondents.

Valley-Wide Recreation and Park District Master Plan Survey | Importance

How important are the following facilities and services to your household?



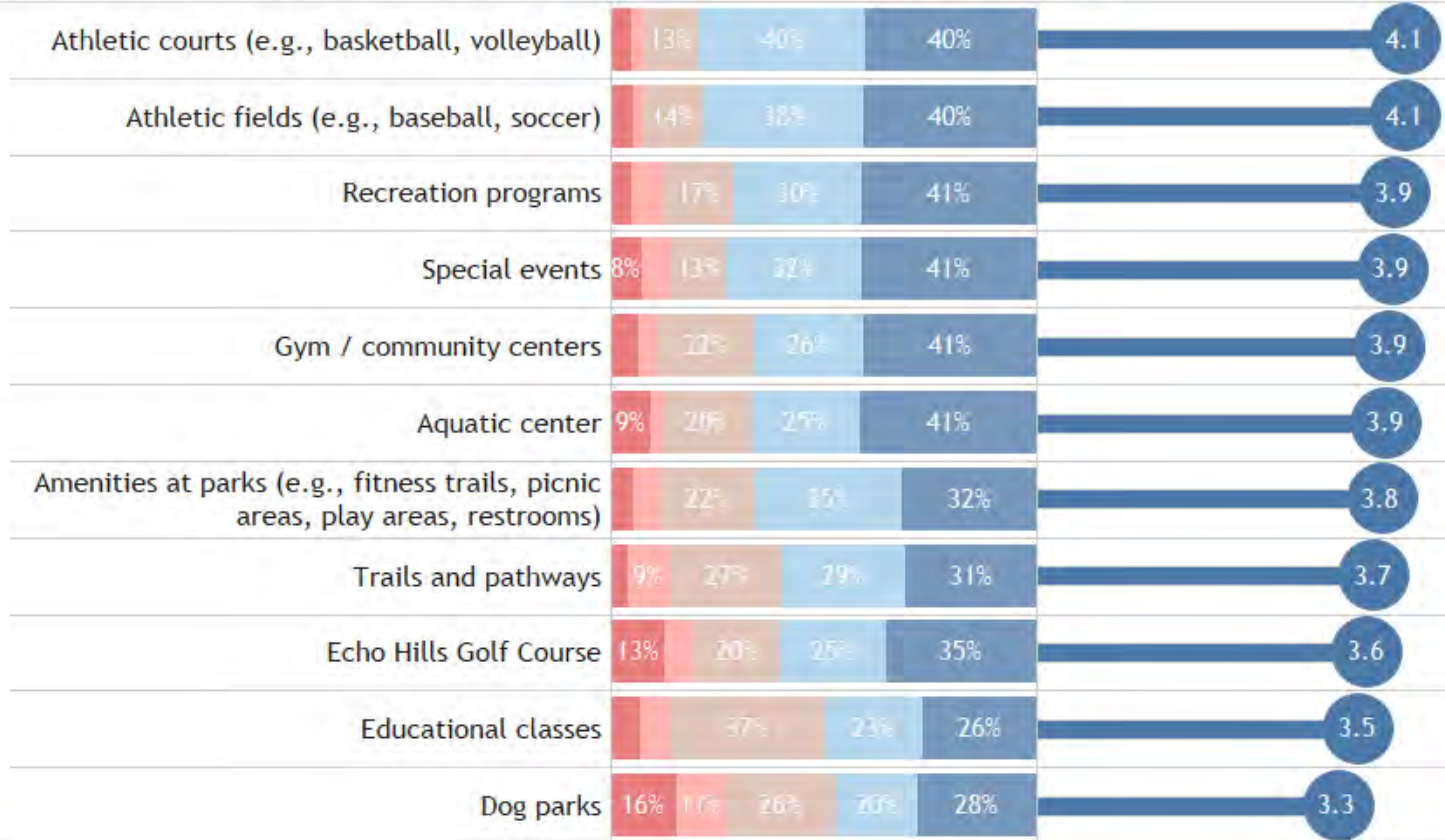
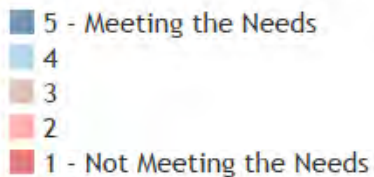


NEEDS MET OF CURRENT OFFERINGS

With regards to how well these facilities or services are meeting the needs of the community, athletic courts and athletic fields were the top two that are meeting the needs the best. Amenities at parks and trails and pathways are above the average for level of importance but below average in terms of needs met. These are key areas for potential improvements. Improving these would likely positively affect the degree to which community needs are met overall.

Valley-Wide Recreation and Park District Master Plan Survey | Needs Met

How do you think they are currently meeting the needs of the community?





IMPORTANCE-PERFORMANCE MATRIX

High importance/
Low needs met

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

High importance/
High needs met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

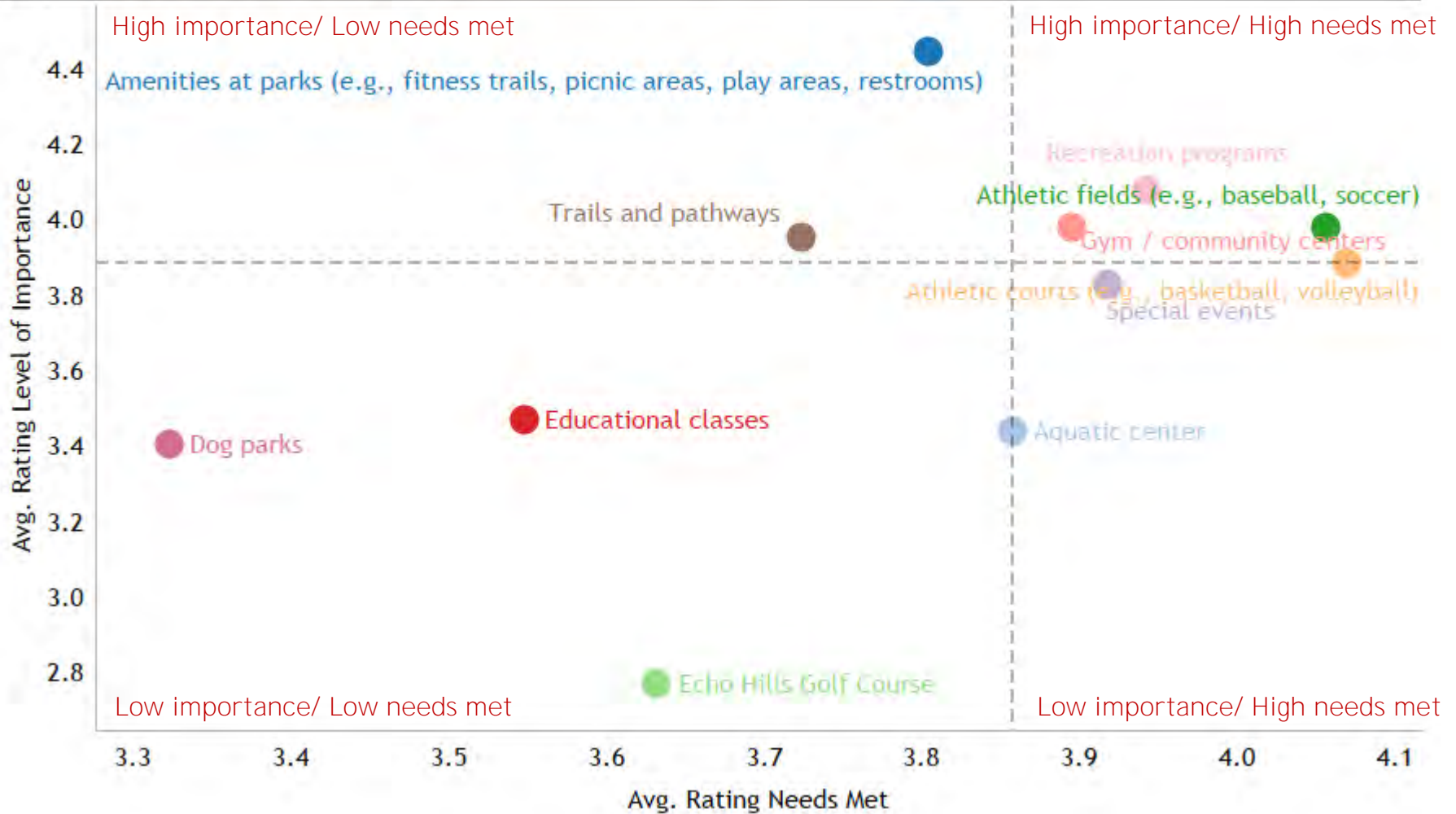
Low importance/
Low needs met

Low importance/
High needs met



IMPORTANCE-PERFORMANCE MATRIX

Valley-Wide Recreation and Park District Master Plan Survey | Level of Importance vs. Needs Met





FUTURE FACILITIES AND PROGRAMS



FUTURE NEEDS FOR INCREASED USE

When asked what the most important items that, if addressed, would increase use at parks and recreation facilities, better condition / maintenance of parks or facilities, improved communication about offerings and better lighting were among the top for respondents.

Valley-Wide Recreation and Park District Master Plan Survey

Future Needs

What are the most important areas that, if addressed by Valley-Wide Recreation and Park District, would increase your use of parks and recreation facilities? (CHECK ALL THAT APPLY)





FUTURE NEEDS

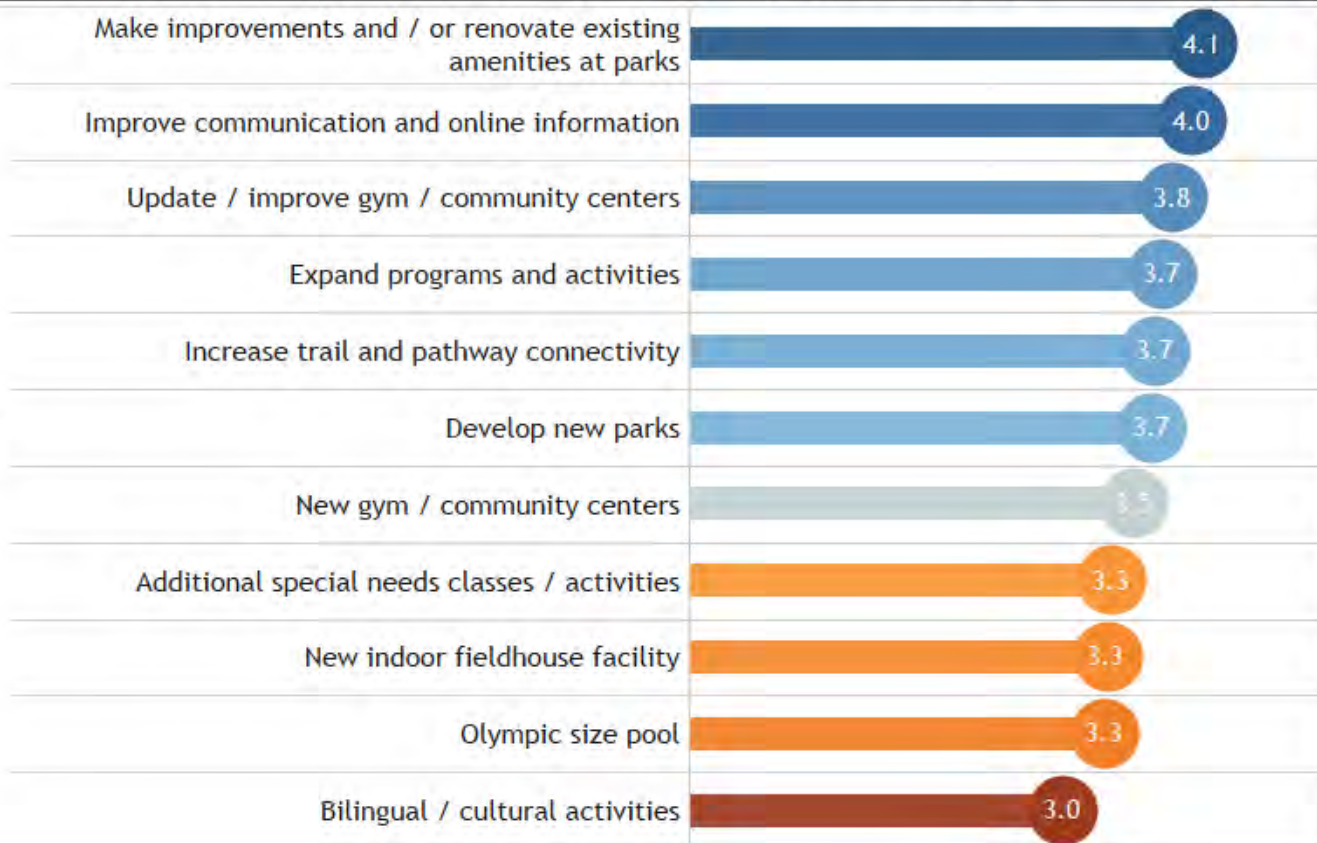
When asked what are the most important needs for the Valley-Wide Recreation and Park District to be address over the next 5 to 10 years, make improvements and/or renovate existing amenities at parks, improved communication and online information, and updates /improvements to gyms and community centers were the most important needs to respondents.

Valley-Wide Recreation and Park District Master Plan Survey

Future Needs

What are the most important needs to be addressed by Valley-Wide Recreation and Park District over the next 5 to 10 years?

- 5 - Very Important
- 4
- 3
- 2
- 1 - Not at all Important



TOP RANKED PRIORITIES FOR THE FUTURE



Improved communication and online information



Make Improvements and/or renovate existing amenities at parks



Expand programs and activities

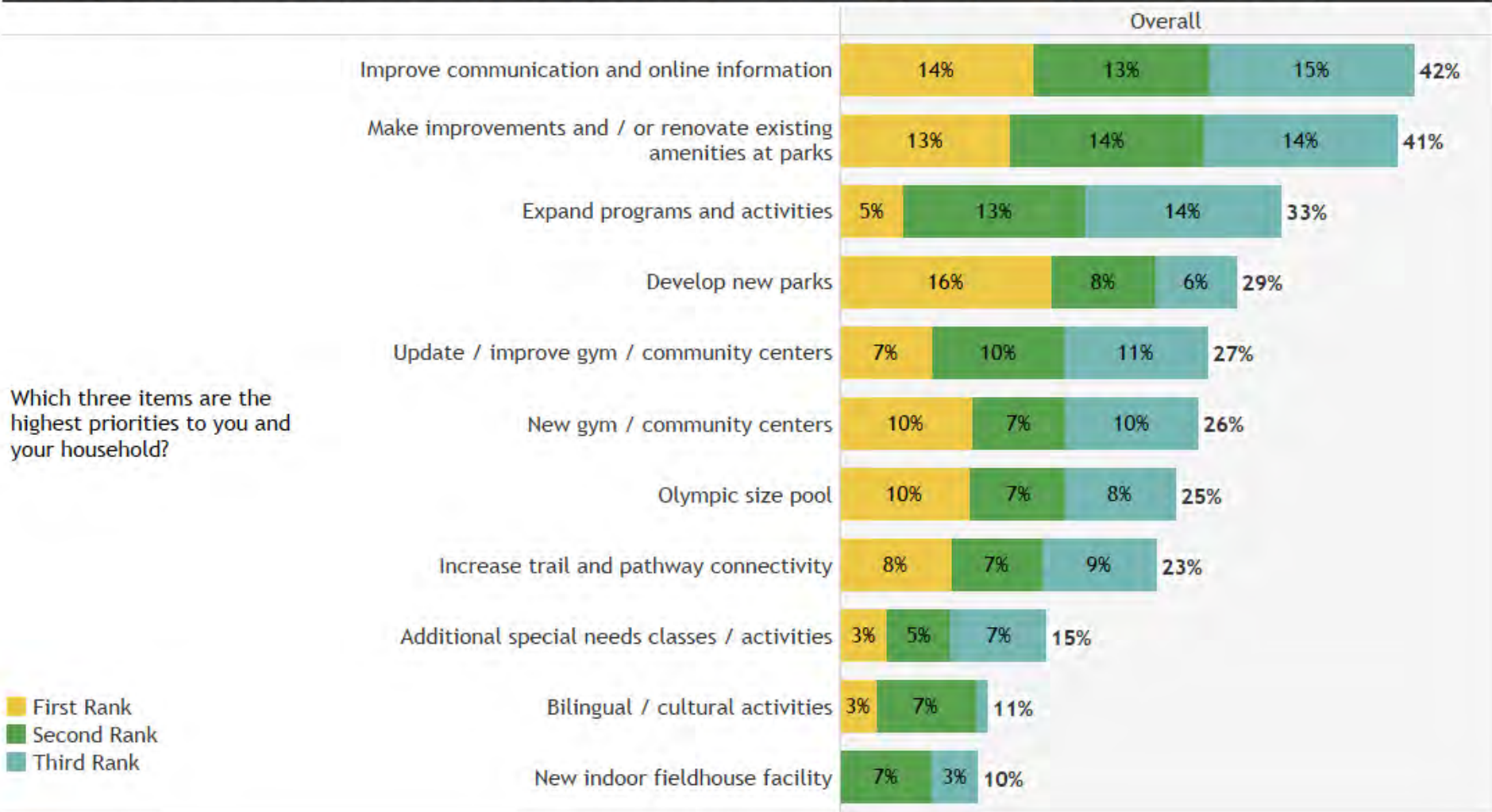


Develop new parks

TOP 3 “FUTURE NEEDS”

Valley-Wide Recreation and Park District Master Plan Survey

Top 3 "Future Needs"





COMMUNICATION AND VISION

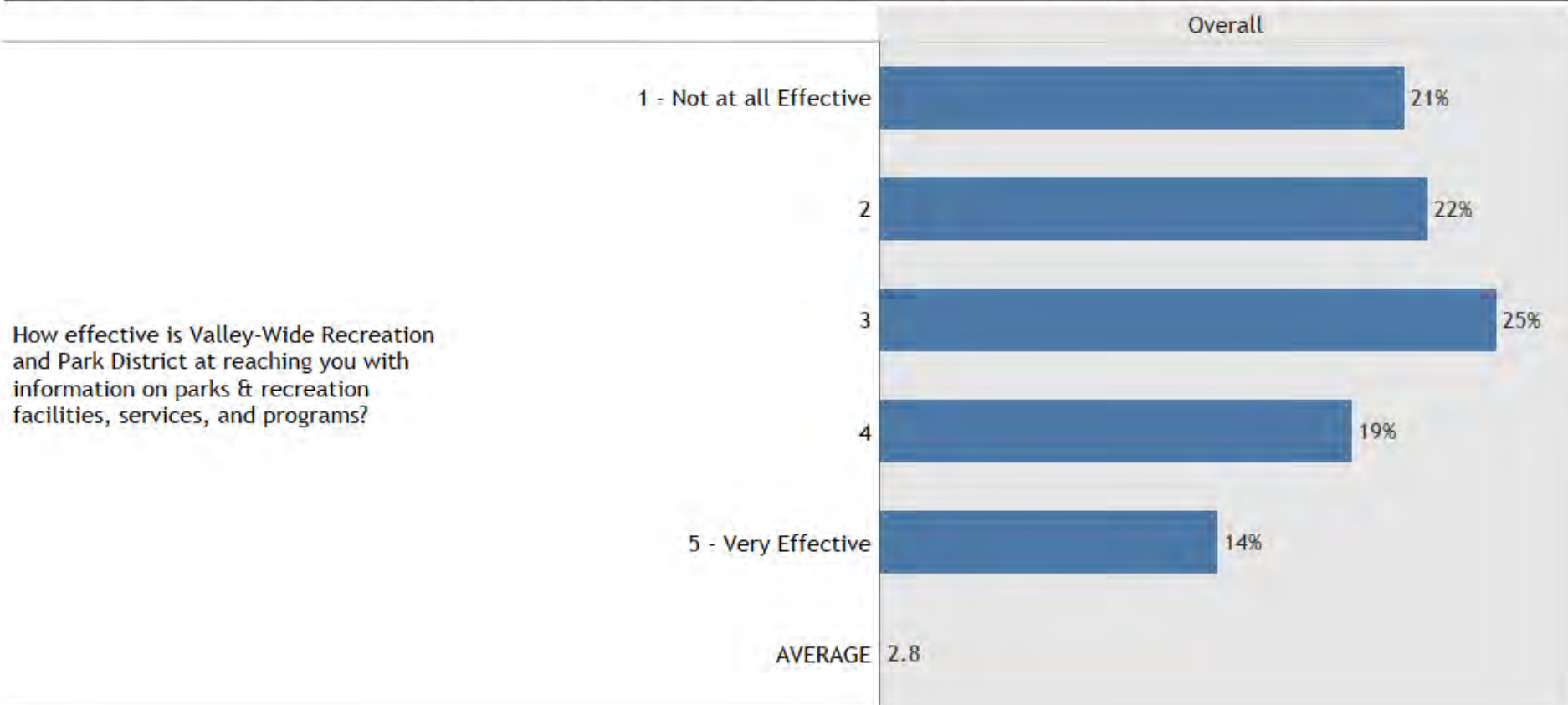


COMMUNICATION EFFECTIVENESS

More respondents rated communication effectiveness as somewhat not effective or not at all effective (43%) than those who rated communication effectiveness as somewhat or very effective (33%). Room for improvement exists to better leverage communication efforts and information dissemination about parks and recreation facilities and services to further create awareness and drive visitation.

Valley-Wide Recreation and Park District Master Plan Survey

Communication



TOP 5 METHODS OF RECEIVING INFORMATION



Social Media 51%



Park District Website 51%



Email 48%



Activity Guide/
Brochure 48%



Newsletter 36%

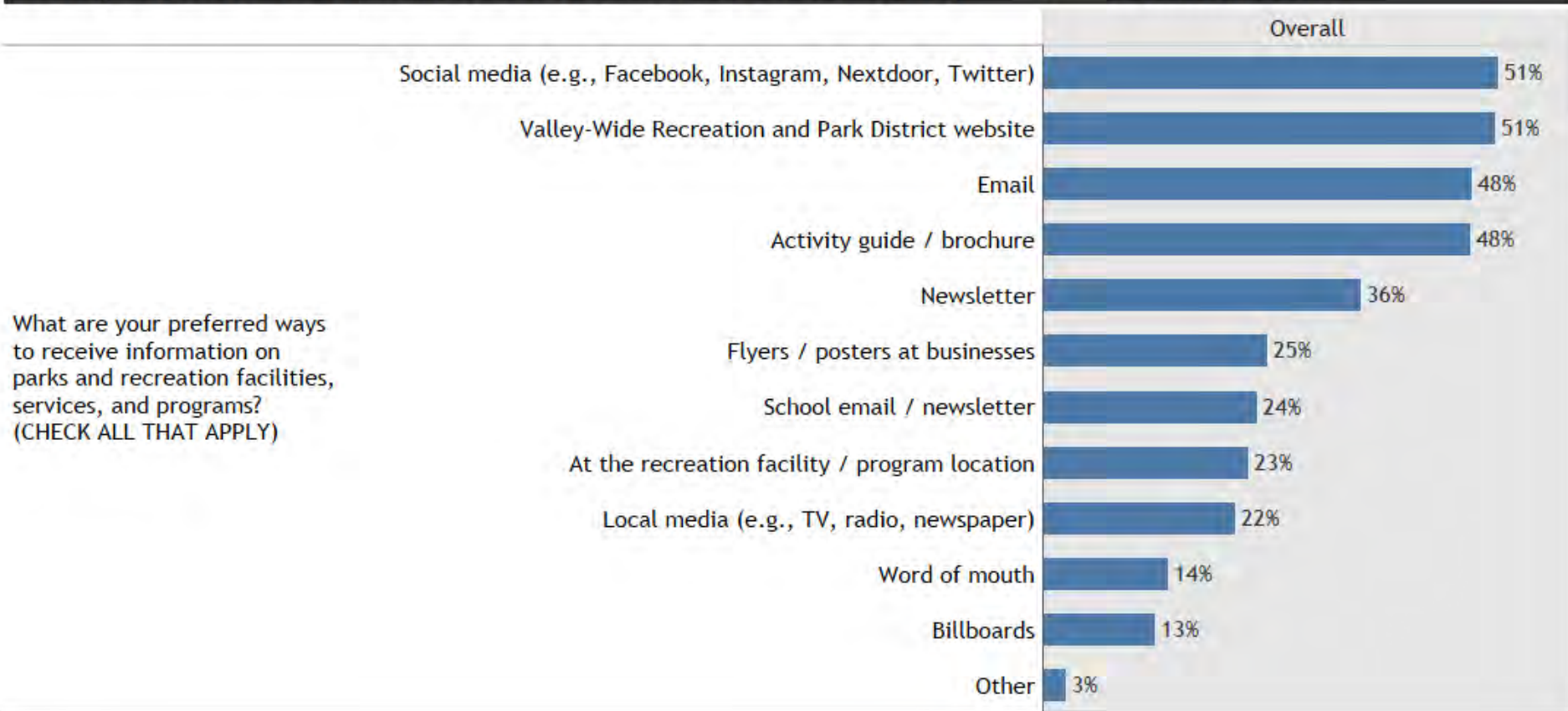


METHODS OF RECEIVING INFORMATION

When asked which method of communication is the best, most respondents highlighted social media, followed by the Valley-Wide Recreation and Park District website and email.

Valley-Wide Recreation and Park District Master Plan Survey

Communication



What are your preferred ways to receive information on parks and recreation facilities, services, and programs?
(CHECK ALL THAT APPLY)



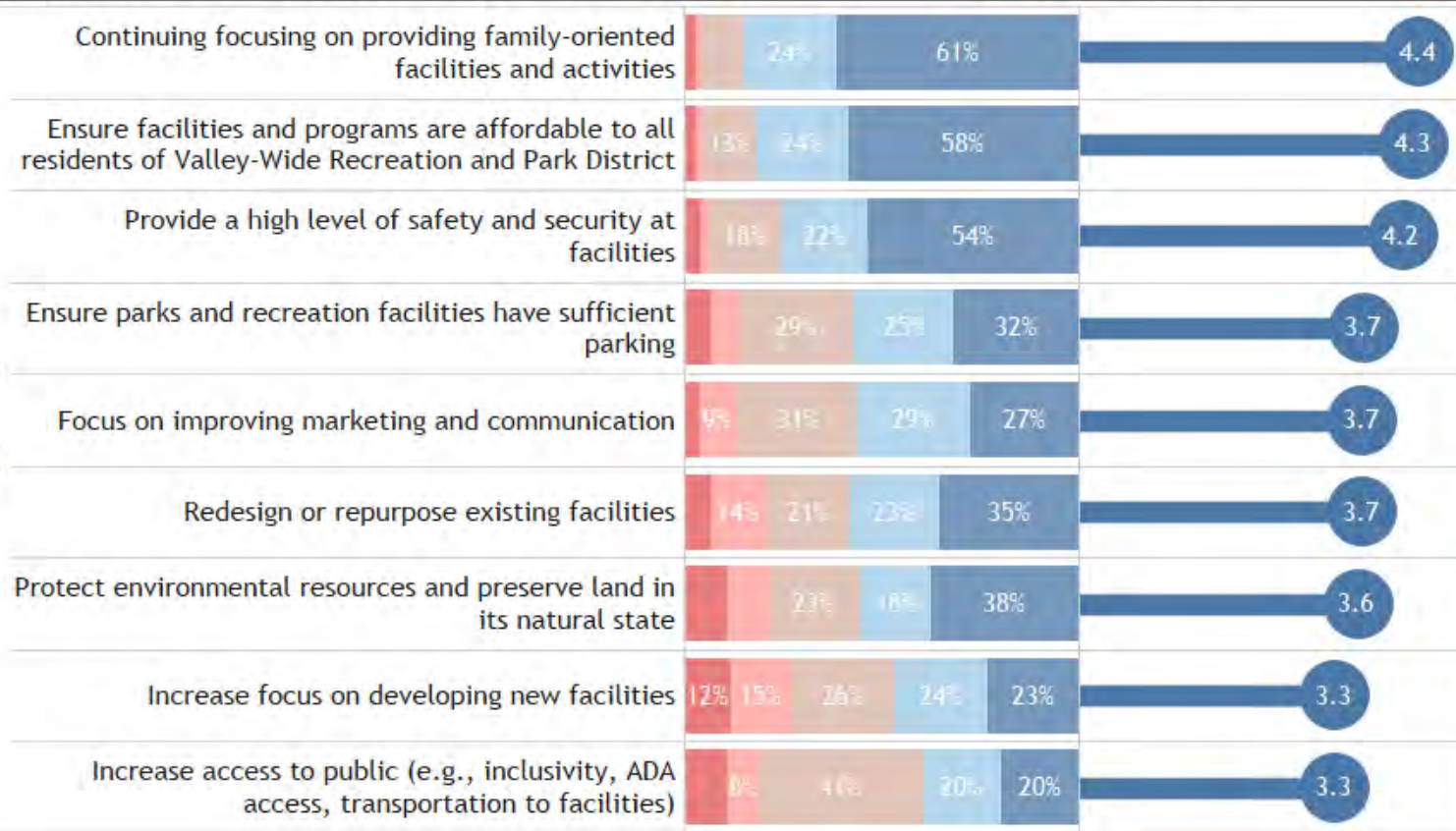
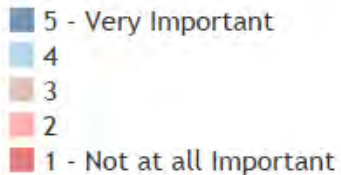
VALUES AND VISION

Providing family-oriented facilities and activities, ensuring affordability and safety and security rated the highest in terms of importance for the Valley-Wide Recreation and Park District to focus on.

Valley-Wide Recreation and Park District Master Plan Survey

Values and Vision

What are the most important parks and recreation issues for Valley-Wide Recreation and Park District to focus on?



\$ FINANCIAL CHOICES

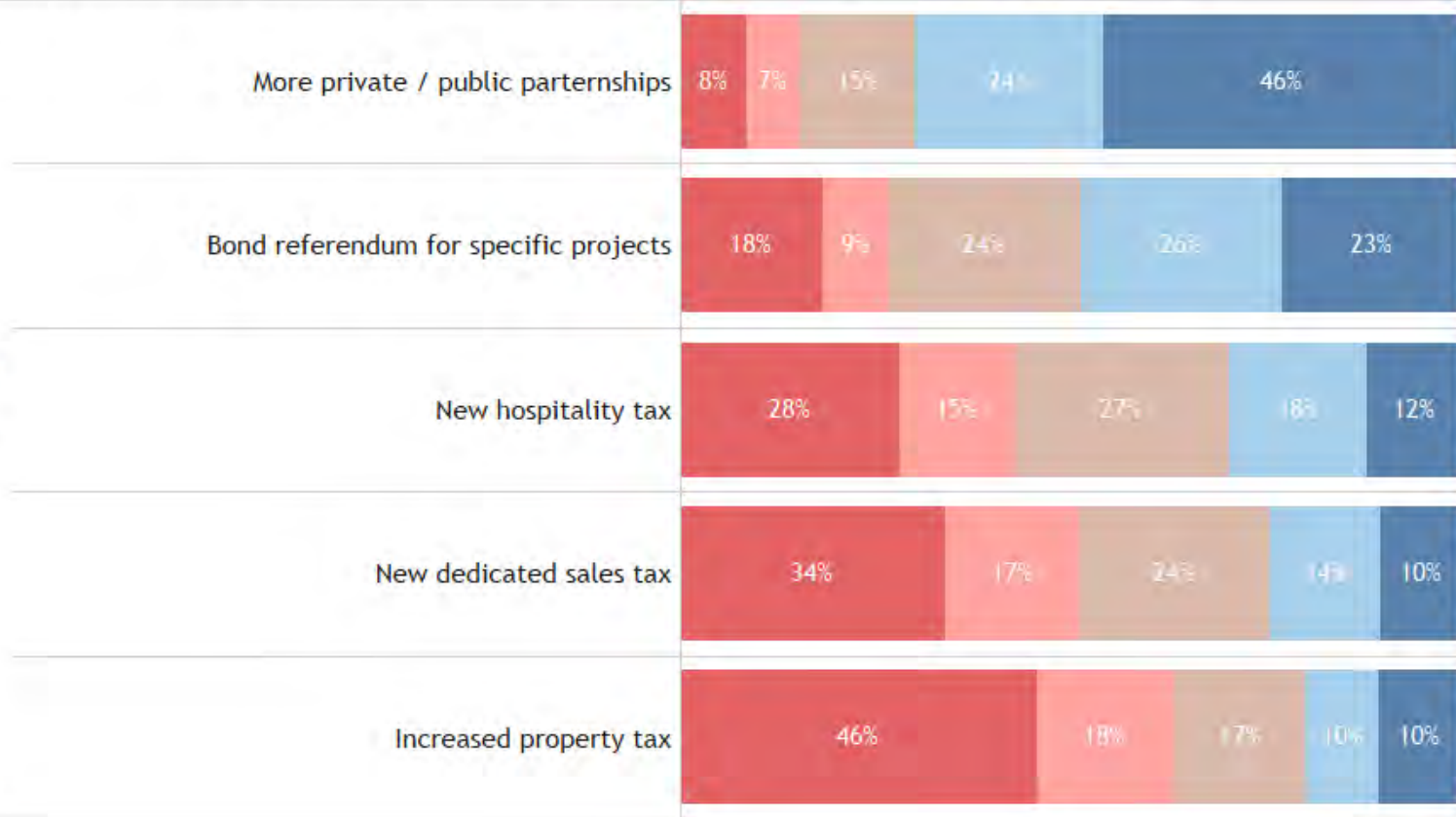
\$ FUNDING MECHANISMS

Private/public partnerships saw the strongest support for potential funding sources from respondents and nearly half of respondents support a bond referendum for specific projects. Lower support was given to a new sales tax or an increased property tax.

Valley-Wide Recreation and Park District Master Plan Survey | Funding Sources

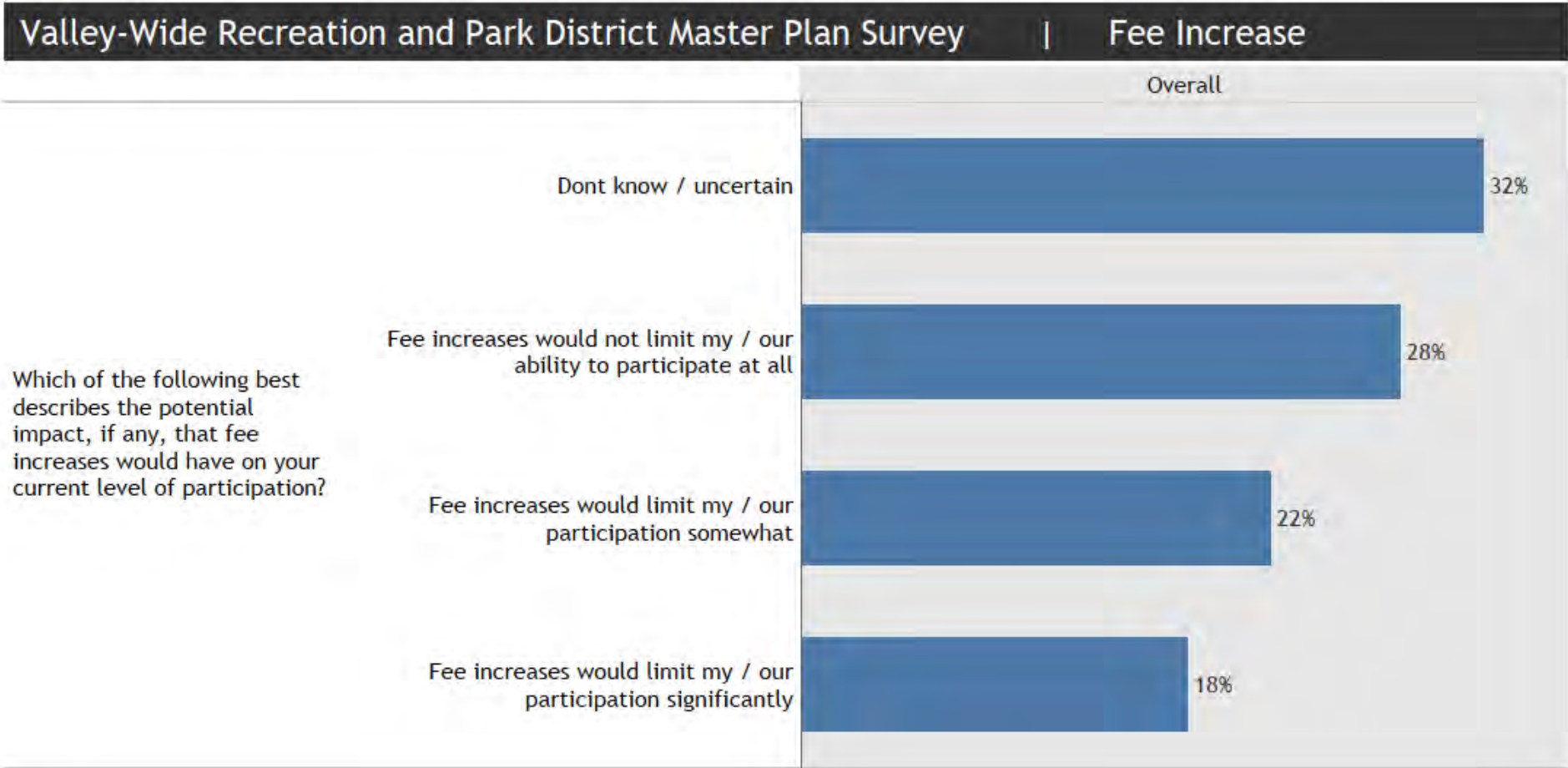
Please indicate how strongly you support each of the following potential funding sources.

- 5 - Definitely Support
- 4 - Probably Support
- 3 - Neutral
- 2 - Probably not Support
- 1 - Definitely not Support



\$ FEE ADJUSTMENT IMPACTS

Respondents reported mostly that they don't know or are unsure how fee increases would impact their participation, followed by those who said fee increases would not limit their participation at all. About 18% of total respondents indicate that fee increases would limit their participation significantly.





COMMUNITY COMMENTS



ADDITIONAL COMMENTS

At the end of the survey, respondents were given the opportunity to provide any additional comments about parks and recreation facilities, programs and programs in Valley-Wide Recreation and Park District. A random selection of verbatim responses is shown below. The full listing of responses is provided in the appendix.

Provide or consolidate, large complex for each activity that would allow for a revenue generating activity, i.e. baseball, basketball, pickleball, soccer. Parks with one diamond, one soccer field, two pickleball ball courts are good for practice but not tournaments.

I love the aquatic center and so does my family. So many want to go all the time. We need a larger one with more access for families to go more often.

While Valley Wide has made great strides in adding pickleball courts, they are still way behind the growth curve. Having multiple courts in one location would generate revenue for both the city and the parks and recreation by hosting tournaments. Two courts here and there are nice, but it's not enough to handle the crowds. Players travel great distances to play at parks with 8 or more courts (Castle Creek, Melba Bishop, Palm Springs, etc.).

Add LIGHTS to current UN-LIT baseball fields. If building new baseball fields, ADD LIGHTS.

Turf fields for year-round sports and LED lights

All the ball fields for soccer, flag football, softball are in dire need of repair. The regional fields are overrun by gophers and squirrels. The diamond valley field is dead and there is trash all over. The kids sprain ankles and are basically playing in dirt instead of grass. Horrible grounds maintenance.

It would be nice if you brought back the bus day trips. They were very good, and we miss them.

Appendix B: GRASP® Level of Service Analysis

A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool, is used to conduct inventories of more than 100 park systems nationwide.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations

Lower-service area: an area of a city that has some GRASP® level of service but falls below the minimum standard threshold for the overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

No-service area: an area of a city with no GRASP® level of service

Perspective: A perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the level of service provided by a particular recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system within which major barrier crossings, including such things as crosswalks, pedestrian underpasses, or bridges. Different networks are separate from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard surface trail, such as a city sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another utility department.

B. GRASP® Components and Definitions

GRASP® Outdoor Component List

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A human-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A human-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.

Basketball, Practice	A basketball goal for half-court play or practice that includes goals in spaces associated with other uses.
Batting Cage	A batting cage is a stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined camping receives a quantity of one for each park or location. Use this component when the quantity of sites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area used for the practice of diamond sports. Distinguished from ballfield in that it doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. Distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	An area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad, including bocce, shuffleboard, lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.

Garden, Display	A garden area that is designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, an arboretum.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under any other component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.

Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in any manner of configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. May be associated with a playground but is not part of it. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating. The park may or may not allow freestyle biking. May be specific to one user group or allow for several user types. It can accommodate multiple abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One standard regulation court is suitable for recreation or competitive play. Quick Start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connection to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.

Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. The type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. Specified in comments, including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, recreational ice. The type specified in the comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. Intended for short-term child watch or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with a commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food - Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	An active recreation space such as a gymnasium that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.

Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	A kitchen meeting local codes for commercial food preparation.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A multi-purpose room can host a variety of activities, including events, classes, meetings, banquets, medical, or therapeutic uses. It also includes rooms or areas designated or intended as games rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	Outdoor space or seating area designed to be used exclusively in conjunction with indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location that includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts.
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.

Note: Include any component from the outdoor component list as an indoor component

C. Inventory Methods and Process

The series of detailed GIS (Geographic Information System) inventory conducted by the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Evaluation of each element ensures it serves its intended function, noting any parts in need of refurbishment, replacement, or removal. The inventory also included the recording of site comfort and convenience amenities such as shade, drinking fountains, restrooms, called modifiers.

Collection of the following information during site visits:

- Component type and geo-location
- Component functionality
 - Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
 - 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following images:



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, scenery. These modifier values then serve to enhance or amplify component scores at any given location.

Compiled GIS information collected during the site visit includes all GIS data and staff input. This review packet consists of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

Analysis of the existing parks, open space, trails, and recreation systems determine how the systems are serving the public. Level of Service (LOS) in parks and recreation master plans defines the capacity of the various components and facilities that make up the system to meet the needs of the public in terms of the size or quantity of a given facility per unit of population.

D. Composite-Values Level of Service Analysis Methodology

Level of Service (LOS) measures how parks, open spaces, trails, and facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

Why Level of Service?

LOS indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

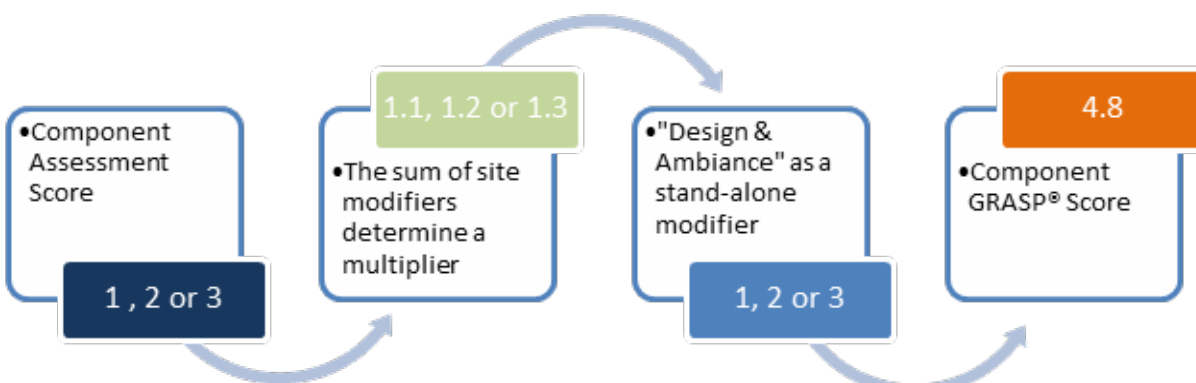
An analytical technique known as GRASP® (Geo-Referenced Amenities Standard Process) was used to analyze the level of service provided by assets. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.

Analyses of the existing parks, open space, trails, and recreation systems determine how the systems are serving the public and the capacity of the various components and facilities to meet the needs of the people.

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a GRASP® Score. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for both component and modifier scores, every park, and facility in the inventory. The resulting ratings reflect the overall value of that site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas, a supplemental document. Figure X: GRASP® Score calculation.

GRASP® Score calculation.



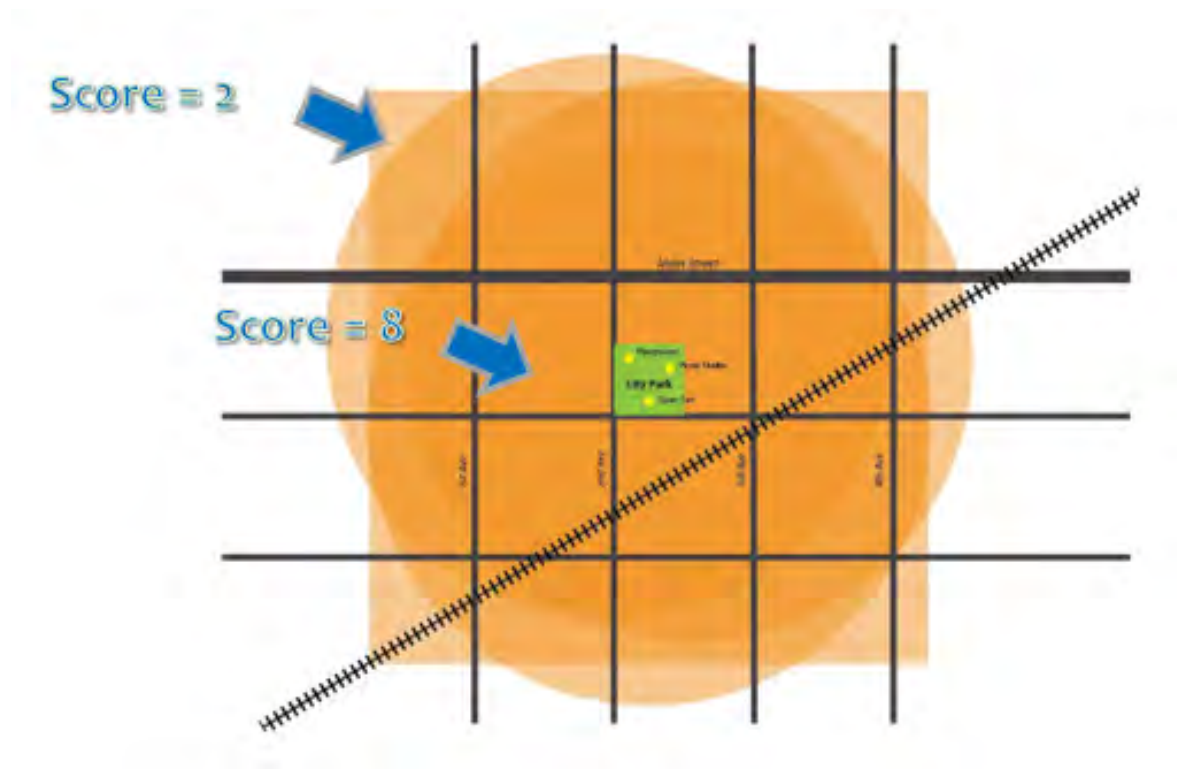
Catchment Areas

Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

Maps and data produced using the GRASP® methodology are known as perspectives. Each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights a community may use to determine its success in delivering services.

Plotting service areas for multiple components on a map produces a picture that represents the cumulative level of service provided by that set of elements in a geographic area.



This graphic illustrates the GRASP® process, assuming all three components and the park boundary itself, is scored a “2”. The overlap of their service areas yields higher or lower overall scores for different parts of a study area.

On a map, darker shades result from the overlap of multiple service areas and indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets, as seen in the following example.

Example of GRASP® Level of Service (LOS)



More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. Desired Level of Service for a location should depend on the type of service, the characteristics of the place, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

E. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies, and parks & recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” which was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to try and determine what an “average LOS” should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The popularly referred to “NRPA standards” for LOS, as such, do not exist.

In conducting planning work, it is critical to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each city is different, and many factors that are not addressed by the criteria above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they are not maintained?
- And many other questions.

F. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the level of service is appropriate to address these and other relevant questions. It is called composite-values methods is applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies, Design Concepts, a landscape architecture, and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive-areas. Explanations and characteristics listed above affect the amount of service provided by the parts of the system follow. Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool,

is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one that is full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living across town. Therefore, service is dependent upon proximity and access.

Comfort and Convenience – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Design and Ambience – Simple observation proves that places that “feel” right, attract people. A sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place impact ambience. A well-designed park is preferable to a poorly designed one, and this enhances the degree of service provided by the components within it.

This methodology records a geographic location of components as well as the capacity and the quantity of each element. Also, it uses comfort, convenience, and ambience as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but when they exist in proximity to a component, they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically, this begins with a decision on “relevant components” for the analysis, collection of an accurate inventory of those components, analysis. Maps and tables represent the results of the GRASP® analysis.

G. Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database that is then available and owned by the agency for use in a variety of ways. The database tracks facilities and programs and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a “one.” Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is raised as well. The following is an outline strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components.

- I. Determine why the component is functioning below expectations.
 - Was it poorly conceived in the first place?
 - Is it something that was not needed?
 - Is it the wrong size, type, or configuration?
 - Is it poorly placed, or located in a way that conflicts with other activities or detracts from its use?
 - Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed?
 - Has it been damaged?
 - Or, has the maintenance of the component been deferred or neglected to the point where it no longer functions as intended?
 - Does component scores low because it is not available to the public in a way that meets expectations?
 - Is the component old, outdated, or otherwise dysfunctional, but has historical or sentimental value? An example would be an old structure in a park such as a stone barbecue grill, or other artifacts that are not restorable to its original purpose, but which has historical value.
- II. Depending on the answers from the first step, a select a strategy for addressing the low-functioning component:
 - If the need for that type of component in its current location still exists, then the component should be repaired or replaced to match its original condition as much as possible.
 - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other examples could be playgrounds with old, damaged, or outdated equipment, or courts with poor surfacing or missing nets.
 - If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs.
 - If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
 - Remove a component because of changing demands, unless it can be maintained in good condition without excessive expense or has historical or sentimental value. Inline hockey rinks may fall into this category. If a rink has been allowed to deteriorate because the community has no desire for inline hockey, then maybe it should be repurposed into some other use.
- III. It is possible that through ongoing public input and as needs and trends evolve, there is the identification of new needs for existing parks. If there is no room in an existing park for the new needs, the decision may include removal or re-purpose an existing component, even if it is quite functional.
 - As the popularity of tennis declined and demand for courts dropped off in some communities over recent decades, perfectly good courts became skate parks or inline rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for inline rinks now

seems to have diminished, while temporary skate parks on tennis courts have been moved to permanent locations of their own and become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence.

- One community repurposed a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses is ideal. In time this facility either becomes a permanent facility or is constructed elsewhere. Or, it could turn out that dog parks fade in popularity like inline hockey rinks are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is an excellent interim solution.

List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components

Location	Component	Quantity	GRASP [®] Score	Comments
Lago Vista Park	Diamond Field	2	0	Consider opening for walk-in use
Santa Fe Field	Diamond Field	1	0	Locked gate and rough field. Consider opening for walk-in use
Lago Vista Park	Diamond Field	1	0	Consider opening for walk-in use
DVL Community Sports Park	Diamond Field, Complex	1	0	Consider opening for walk-in use
Searl Park	Diamond Field, Complex	1	0	Three fields limits function as a complex
Regional Park	Diamond Field, Complex	1	0	Fields are patched together with rough grass
Crown Valley Park	Tennis Court	2	0	Locked. Keys at community center. Consider opening for walk-in use
Wheatfield Park	Tennis Court	2	0	Locked. Consider opening for walk-in use
Rancho Bella Vista Park	Basketball, Practice	1	1	Needs paint and surfacing repair
Cottonwood Park	Diamond Field	1	1	Address fence that has fallen in places and grass is not level and patchy.
Regional Park	Diamond Field	3	1	Consider upgrades to fields 2 through 4
Regional Park	Diamond Field	2	1	Consider upgrades to youth fields
Regional Park	Diamond Field, Practice	1	1	Consider upgrades
Regional Park	Horseshoe Court	9	1	Overgrown. Consider upgrades
La Paloma Park	Loop Walk	1	1	Does not complete loop. Consider upgrade to loop
Pepita Square Park	Open Turf	1	1	Consider upgrades to turf
Cottonwood Park	Playground, Local	1	1	Old structure. Paint and plastic cracked. Consider upgrades
La Paloma Park	Playground, Local	1	1	Aged. Consider upgrades
Leon Park	Playground, Local	1	1	Very small play equipment and swingset. Consider upgrades
Louis M Jackson Park	Playground, Local	1	1	Aged. Consider upgrades
Menifee South Tot Lot	Playground, Local	1	1	Consider upgrades to equipment and surfacing needs updating
Searl Park	Playground, Local	1	1	Aged and worn. Consider upgrades
Wheatfield Park	Playground, Local	1	1	Aged. Consider upgrades
Winchester Park	Playground, Local	1	1	Small slide and swing. Consider upgrades
Wheatfield Park	Tennis, Practice Wall	1	1	Worn. Consider upgrades

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Low Scoring Outdoor Modifiers

Red highlighted modifiers scored low. Modifiers, in yellow that was not present at the time of site visits, scored a zero. These scores do not imply that all parks and facilities should have all modifiers, but instead that the presence of modifiers positively impacts the user experience.

Park or Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security & Lighting	Bike Racks	Restrooms	Shade	Trail Connections	Park Access	On-site Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables	Park or Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security & Lighting	Bike Racks	Restrooms	Shade	Trail Connections	Park Access	On-site Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Abelia Sports Park	3	2	2	2	2	2	0	2	2	2	2	2	0	2	2	Mahogany Meadows	3	2	2	2	2	2	2	2	2	2	2	0	2	2	
Adelines Farm Park	2	2	2	0	0	0	0	0	2	0	2	0	0	0	2	Mahogany Meadows Pocket Park	2	0	2	2	2	0	0	0	2	0	2	0	0	2	2
Aldergate Park	2	2	2	0	2	0	0	2	2	0	2	2	0	0	2	Marion V Ashley Community Center Park	2	2	2	2	2	2	2	2	0	2	2	0	2	2	
Autumn Breeze Park	2	2	2	2	0	0	0	0	0	0	2	2	0	2	2	McCall Canyon Park	2	0	2	0	0	0	2	0	0	2	2	0	0	2	
Avignon Park	1	0	0	0	0	0	0	0	0	0	2	0	0	0	0	Menifee South Tot Lot	2	0	2	2	0	0	0	2	0	2	2	0	0	0	
Bill Gray Park	2	2	2	0	2	0	0	0	2	0	2	0	0	0	2	Mira Park	2	2	2	2	0	2	0	2	2	0	2	0	0	2	2
Brindle Mills Park	2	0	2	2	0	0	0	2	0	0	2	0	0	2	2	Mosaic Park	2	2	2	2	0	2	2	0	0	2	0	2	2	2	
Brookfield Park	2	2	2	2	2	0	0	0	0	2	2	2	0	2	2	Northfield Pocket Park	2	0	2	2	0	0	0	0	0	2	0	0	0	2	
Butterfield Park	2	2	2	0	2	0	0	2	0	0	2	0	0	2	2	Pepita Square Park	2	0	0	0	0	0	0	0	0	2	0	0	2	0	
Capri Pocket Park	2	0	2	0	0	0	0	0	2	2	2	0	0	0	2	Pleasant Valley	1	0	0	0	0	0	0	0	0	2	0	0	0	0	
Cottonwood Park	1	0	2	1	0	0	0	0	0	0	2	1	0	0	0	Pompei Park	2	0	2	0	0	0	0	0	2	2	0	0	0	2	
Crown Valley Park	2	2	2	2	2	2	0	2	2	0	2	2	0	2	2	Pourroy Fields	1	0	0	0	0	0	0	0	1	2	0	0	0	0	
Desert Green Park	2	0	2	0	0	0	0	0	0	0	2	0	0	0	0	Primrose Park	2	2	2	2	0	2	0	2	0	2	0	0	2	2	
Discovery Park	3	2	2	2	2	0	0	2	0	2	2	2	0	0	2	Rancho Bella Vista Park	2	2	2	0	2	2	2	2	2	0	2	2	0	2	2
DVL Community Sports Park	2	2	2	0	0	0	0	2	2	0	2	2	0	0	2	Rancho Bella Vista Park Two	2	2	2	2	2	0	0	2	0	2	2	2	2	2	
Echo Hills Golf Course	2	0	2	2	0	2	0	2	2	0	2	2	0	0	2	Regional Park	2	2	2	0	2	2	0	1	2	0	2	2	0	2	2
El Dorado Park	2	2	2	0	0	0	0	0	0	2	2	0	0	2	2	Rolling Hills Park	2	0	2	2	0	0	0	0	2	0	2	2	0	0	2
Eller Park	2	2	2	2	2	2	2	2	2	0	2	2	0	2	2	Santa Fe Field	1	0	2	0	0	0	0	1	2	0	2	2	0	0	0
Emerald Park	2	2	2	0	2	0	2	2	0	0	2	2	0	2	0	Searl Park	2	0	2	0	2	0	0	2	2	0	2	2	0	0	0
Fieldview Park	2	2	2	2	2	0	0	2	0	0	2	2	0	2	2	Sheffield Park	2	2	2	0	2	0	0	2	0	2	2	0	0	2	2
Grand Vista Park	2	0	2	0	0	1	0	0	0	0	2	0	0	0	0	Sicily Pocket Park	2	0	2	0	0	0	0	0	0	2	0	0	0	2	
Heritage Park	2	2	2	0	2	0	2	0	2	0	2	2	0	0	2	Spencers Crossing	3	2	2	2	2	2	2	2	2	2	2	0	2	2	
Heroes Park	3	3	2	0	3	2	0	2	2	0	2	2	0	2	2	Sunrise Park	2	2	2	0	2	2	0	2	0	2	2	0	2	2	
Hidden Meadows Park	2	2	2	0	0	0	2	0	2	0	2	2	0	2	0	Tucalota Park	2	2	2	2	2	2	0	2	2	0	2	2	0	0	2
Honey Pine Park	2	0	2	2	0	0	0	0	2	0	2	0	0	0	2	Valle Vista Park	2	0	0	0	0	0	0	2	2	0	2	2	0	0	0
Kona Park	2	0	2	0	2	0	0	0	2	0	2	0	0	2	0	Victory Park	2	2	2	2	2	2	2	0	0	2	2	0	2	2	
La Paloma Park	2	2	2	2	0	2	2	1	2	2	2	2	0	0	2	Wagon Wheel Park	2	0	2	2	0	0	0	0	0	2	0	0	0	2	
Lago Vista Park	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	Washington Park	2	0	2	0	0	0	0	2	2	0	2	2	0	2	2
Leon Park	2	2	2	0	2	0	0	0	0	2	2	0	0	2	2	Watermill Park	2	0	2	0	0	0	0	0	0	2	0	0	0	2	
Linear Park	3	2	2	0	2	0	0	0	2	2	2	0	0	3	2	Wheatfield Park	2	2	2	0	2	0	0	2	2	0	2	2	0	0	2
Louis M Jackson Park	2	2	2	0	2	0	2	2	2	0	2	2	0	0	2	Winchester Park	2	2	2	0	0	0	0	2	0	0	2	2	0	0	2
Mahogany Creek	2	0	2	2	0	2	0	0	0	2	2	0	0	2	2	Woodbine Park	2	2	2	0	2	3	0	0	2	0	2	2	0	0	2
Mahogany Creek Pocket Park	2	0	2	0	2	0	0	0	0	0	2	0	0	0	0																

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Indoor Low Scoring Components

GIS ID	Facility or Location	Component	Quantity	GRASP* Score	Comments
I014	Menifee Community Center and Menifee Gym	Climbing Wall	1	1	Limited public access, used by school only.
I024	Cottonwood Community Center	Gymnasium	1	1	Assume. Consider upgrades
I025	Francis Domenigoni Community Center	Multi-purpose	1	1	Conference room. Consider upgrades

Low Scoring Indoor Modifiers

Red highlighted modifiers scored low. Modifiers, in yellow that was not present at the time of site visits, scored a zero. These scores do not imply that all indoor facilities should have all modifiers but instead that the presence of modifiers positively impacts the user experience.

LOCATION	Design and Ambiance	Site Access	Aesthetics	Entry	Entry Aesthetics	Building Condition	Entry Desk	Office Space	Overall Storage	Restrooms	Lockerrooms
Cottonwood Community Center	1	1	1	0	0	2	0	0	0	0	0
Valle Vista Community Center	2	2	2	2	2	2	2	2	2	2	0
Marion V Ashley Community Center	2	2	2	2	2	0	1	2	2	2	0
Menifee Community Center and Menifee Gym	2	2	2	1	1	2	1	2	2	2	0
French Valley Community Center	2	2	2	1	1	2	2	2	2	2	0
Rancho Bella Vista 2 Community Center	2	2	2	1	0	2	0	0	2	2	0
Valley Wide Sports Center	2	2	2	1	1	2	1	2	2	2	0
Francis Domenigoni Community Center	1	2	2	2	2	2	1	2	2	2	0
James Simpson Center	2	2	2	2	2	2	2	2	2	2	0

Further system-wide considerations and recommendations:

- Consider the “Acres of Park Land per 1,000 Residents” table when adding land to an existing park or new park locations.
 - 50 acres of parkland
- Consider the “Capacities Analysis” and NRPA Park Metrics comparison table when adding new components at an existing park or new park locations. This table showed the possible need for the following in the next 5 years based on population projections:
 - Basketball court* (1)
 - Basketball, practice* (4)
 - Community Gardens (13#)
 - Diamond fields (4)
 - Dog Parks (5#)
 - Horseshoe Court (1)
 - Loop walks (2)
 - Open turf areas (3)
 - Passive node (1)

- Picnic ground (1)
- Pickleball (TBD)
- Playgrounds (4)
- Rectangle fields (3)
- Shelter (4)
- Swimming Pools (5#)
- Tennis courts (1 to 38#)

*Notes: *NRPA does not distinguish between full and half-court basketball; therefore, the comparison may skew against the District.*

Number needed to match the NRPA median for similar size agency

Agency or system-wide considerations

- Improve ADA access to recreation components throughout the park system
- Consider adding roofs or covers to diamond field dugouts
- Older parks generally need updates or refreshing
- Consider upgrading standards for sports field turf quality

Park or location-specific considerations

- Avignon Park:
 - The property consists of only a concrete pad with a practice basketball court in a stormwater reservoir. Consider adding additional recreation opportunities.
- Bill Gray Park:
 - Consider updates to the playground structure that is old and worn.
 - Diamond backstop and fencing need some repairs.
- DVL Community Sports Park:
 - Consider park build-out. Existing features are quality but the park feels fairly empty.
- Heritage Park:
 - Consider security lighting
 - Consider a fitness course for the large senior population and BBQ grills for the community.
- La Paloma Park:
 - Consider playground upgrades.
 - Complete the Loop Walk.
 - Implement ADA updates or improvements.
- Leon Park:
 - Consider updates and expansion to playground.
- Linear Park:
 - Consider adding shade and water fountain at fitness course
- Louis M Jackson Park:
 - Playground is old and worn, should be replaced to match quality of this feature park.
- Pleasant Valley:
 - Consider park development in this location.
- Pourroy Fields:
 - Park needs parking and access. Locals mentioned drainage issues and swampy grass. Park is empty excepting soccer goals.
- Rancho Bella Vista Park:
 - Bike racks, Basketball, etc., need new paint.
 - Make all tables ADA accessible.

- Rancho San Jacinto:
 - Diamond Field should be leveled and maintained. Outfield hilly, infield fully overgrown.
- Regional Park.
 - Consider upgrades and refresh to this popular signature park
 - Diamond complex needs revamp.
 - Consider upgrades or repurposing of batting cages.
 - Horseshoes need maintenance.
 - Address the location and conditions of the trailer in the middle of the park
- Sallee Park:
 - Only the diamond field was included in the inventory. Consider agreements to ensure community access to the rest of the surrounding location.
- Santa Fe Field:
 - Consider upgrades to the field that is lacking maintenance, has a hole in the backstop behind home
 - Consider open access to the field for neighborhood walk-in use.
- Searl Park:
 - Playground is aged and ready for replacement.
 - Park needs a general facelift.
- Valle Vista Park:
 - Horseshoes need sand.
- Wheatfield Park:
 - This park needs some updates or increased maintenance.
 - Seems to be highly used and use is showing wear and tear on components
 - Playground needs replacement.
 - Practice tennis area needs paint.
 - Fitness course would serve well here.
 - Wood chips under volleyball should be replaced with sand.

H. Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider prioritization of identified gap areas. For example, in the walkable access analysis, several areas with low or no service were identified. Further analyses of these areas can help when prioritizing future improvements or recreation opportunities. Prioritization of improvements may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be improved to address this concern. Features have been assessed based on condition and functionality in the inventory phase of this plan. Identify and address those with low scores as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components as they are affected by wear and tear over time.

Addressing Low-Scoring Components

Low scoring components are addressed previously in section D.

Booster Components

Another way to enhance the level of service is through the addition of booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components.

High Demand Components

The statistically-valid survey asks respondents to rank facilities by importance based on those they felt the city needed to add or improve. Consider these high demand components when adding new components to the system.

The highest priority for added, expanded, or improved recreation activities listed by survey respondents are :

- Improving communication/marketing/branding
- Maintaining what we have/ level of service and quality
- Sustaining the current system
- Creating new parks with development
- Maintaining affordability of services and programs
- Connecting the communities with walking/biking trails
- Maintaining community connection and outreach
- Recognizing that youth sports are very important
- Increasing staff to continue to provide the current level of service as the community grows
- Identifying dedicated funding to support operations and growth
- Providing a variety and diversity of facilities
- Maintaining and expanding great community partnerships

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and by adding components that could serve as future program opportunities:

Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America, with more “empty-nesters” transferring the attention they once gave to their children, to their pets. It is also an essential form of socializing for people who may have once socialized with other parents in their child’s soccer league, and now that the kids are grown, they are enjoying the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
 - The District currently has one dog park
- Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park.
 - The District currently does not offer any skateboard facilities
- A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces.
 - The District may consider an opportunity for farmer’s markets, community gardens, and community orchards.

- Events in parks, from a neighborhood “movie in the park” to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities.
 - The District does not currently offer any water play opportunities outside of the aquatic center
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed “post and platform” playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

I. Walkability

Walkability is an essential consideration in recreation. Various walkability metrics and methodologies have emerged to assist park and recreation managers and planners in understanding this dynamic. These include:

- Walk score
- Walkability TM
- Walkonomics
- RateMy Street
- Walkability App
- Safe Routes to Parks
- Safe Routes to Play
- Safe Routes to School
- Sidewalk and Walkability Inventory

It is vital to take bicycles and public transportation users into account as well as pedestrians. The concept of “complete streets” refers to a built environment that serves various types of users of varying ages and abilities. Many associations and organizations guide on best practices in developing walkable and bikeable complete streets infrastructure. One such entity, the Association of Pedestrian and Bicycle Professionals (APBP, www.apbp.org) actively promotes complete streets in cities around the country. Another such organization, the National Association of City Transportation Officials (NACTO, www.nacto.org), recently released the NACTO Urban Street Design Guide, which provides a full understanding of complete streets based on successful strategies employed in various North American cities. This most comprehensive reference on the topic is a valuable resource for all stakeholders involved in city planning. It proves to be a critical reference in building the cities of tomorrow.

Recreational Connectivity

The infrastructure available to get people to and from destinations is increasingly vital as many people prefer a leisurely walk or bike ride to a trip in the car. Users expect easy access to parks, recreation centers, and other community resources. Employing different modes of travel to include walking and bicycling may be referred to as recreational connectivity.

Recreational connectivity is the ability to access a variety of recreational opportunities or amenities by multiple modes of transportation. In addition to recreational trails, this may also include city sidewalks, bicycle paths, bicycle routes, and public transit infrastructure. Of course, the scope of creating and maintaining such a network is a substantial undertaking that involves many players. Along with a community expectation for this type of user-friendly network infrastructure comes the hope that stakeholders work together in the interest of the public good. At the municipal level, this might include public works, law enforcement, private land-owners, public transit operators, and user groups, as well as the local parks and recreation department.

The concept of recreational connectivity is essential within the scope of parks and recreation planning but also has more profound implications for public health, the local economy, and public safety, among other considerations. As more people look for non-automotive alternatives, a complete network of various transportation options is in higher demand. Other elements of this infrastructure might consist of street/railroad crossings, sidewalk landscaping, lighting, drainage, and even bike-share and car-share availability.

Where to Start?

Recognizing that trail development occurs at a variety of scales, many trails serve park users only while others are of a citywide or regional extent. Also, people with a destination in mind tend to take the most direct route, while recreationists tend to enjoy loop or circuit trails more than linear pathways. An exemplary trail system provides multiple opportunities for users to utilize trail segments to access different parts of the city directly or enjoy recreational circuits of various sizes. By employing park trails, city trails, and regional trails, users should ideally be able to select from several options to reach a destination or spend time recreating. Simple, early steps such as creating preferred routes and loops on city sidewalks or low traffic streets are a great place to start.

Connecting People to Trails

As the trail system develops, additional resources are desirable to support users. It is worthwhile to consider signage and wayfinding strategies, trailheads and access points, public trail maps, and smartphone applications as strategies to connect people to trails and affect positive user experience.

Signage and Wayfinding

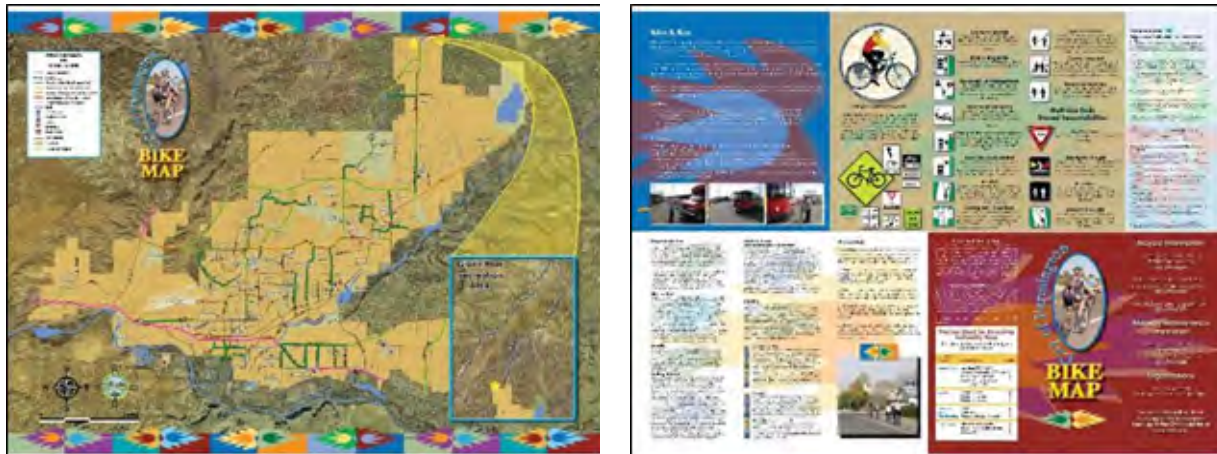
Signage and wayfinding strategies enhance a system by promoting ease of use and improving access to resources. Branding is an essential aspect of adequate signage and wayfinding markers. A hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit, and which can positively impact city identity and open economic opportunities.

Trailheads & Access Points

It is also vital to provide users access to trails. There are two ways to approach this. First, develop formal trailheads that include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead provides access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points are appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. Trailheads and access points should be primary points of interest on any trails mapping.

Map & App Resources

By making trail maps, available users may enjoy trails with greater confidence and with a better understanding of distances, access points, amenities, and the system. Even with a developing trail system, such a trail map can provide valuable information to users. A great example is from the City of Farmington, NM. In this case, they created a bike map (see the following graphic) for the community, which includes various trail types to add bike paths and bike routes. In addition to showing streets with bicycle paths and safe on-street bike routes, the Farmington map also includes information about trail ownership, helpful as it displays some trails within easements or even on private land with use agreements. As the trail system evolves, this map should be updated to produce newer versions for distribution to users.



Example Illustration: trail and bicycle map to users with a host of information about trails, bike paths, and bike routes.

Another way of trail mapping is through web-based smartphone technologies. Maps made available on this type of platform are more dynamic for users, always on hand, and can be easily updated. Upfront investment needed for this type of resource may be cost-prohibitive at present. However, it is likely as technologies advance; these costs become more manageable in the future. It may be worth considering the development of web-based maps in long term planning decisions.

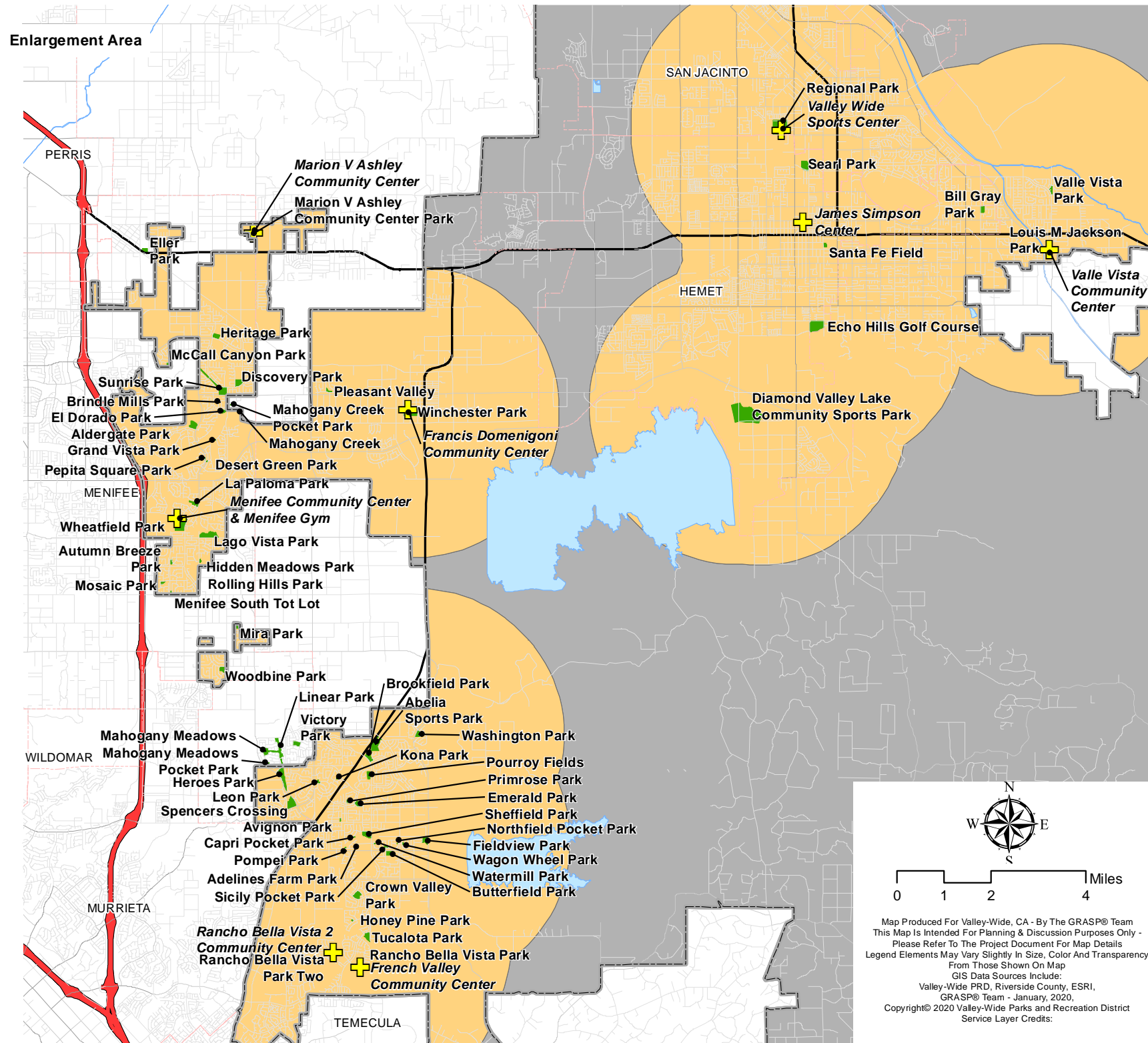
J. GRASP® Maps

Maps begin on the following page.

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Community Access to Quality Outdoor Recreation (3-mile)

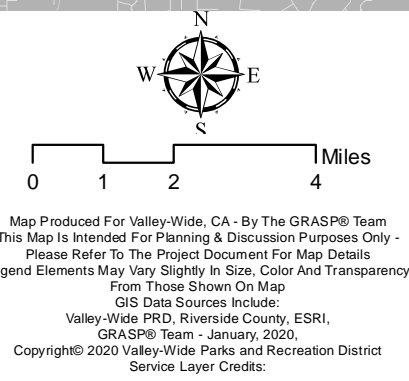
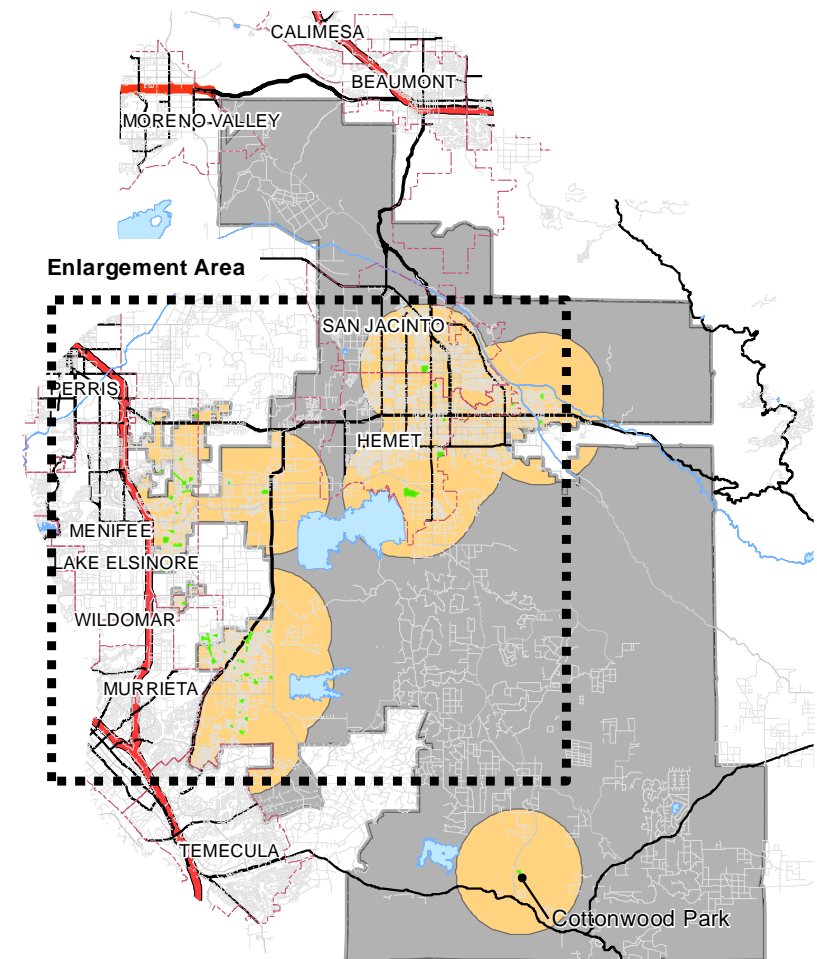
Valley-Wide Parks and Recreation District



Legend

- No Access within 3-miles
- 3-mile Access
- Indoor Facilities
- Interstate/Freeway
- Highway
- Major Street/Road
- Other Street/Road
- Water
- Parks
- Municipal Boundary
- Valley-Wide Boundary

Inset Map: Valley-Wide District

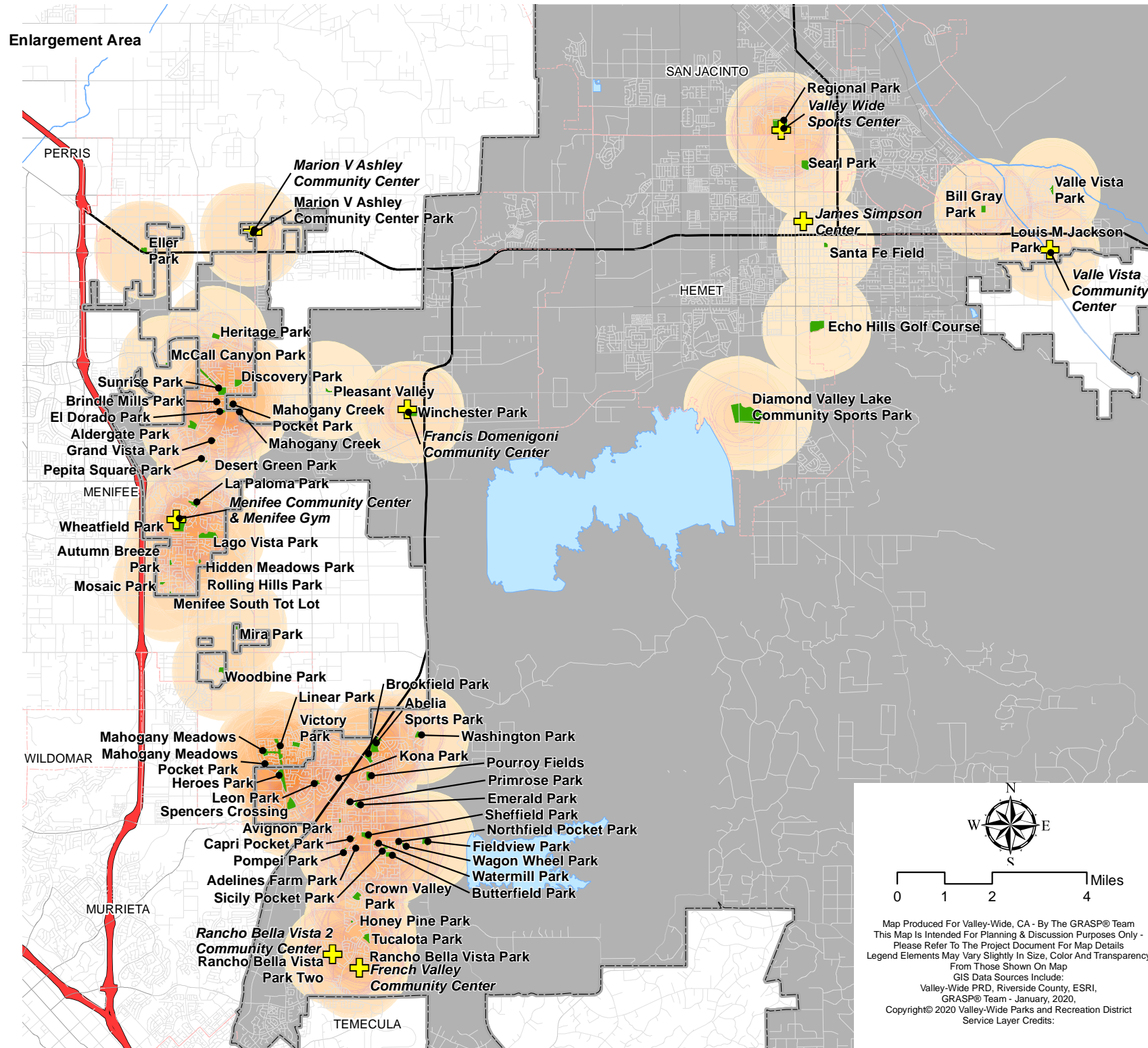


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Neighborhood Access to Quality Outdoor Recreation

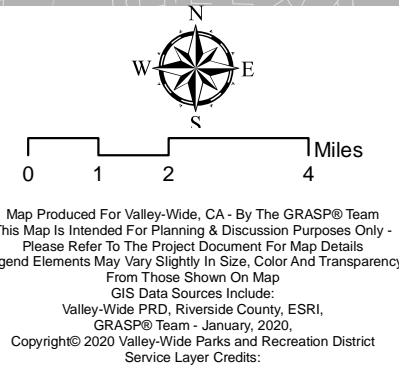
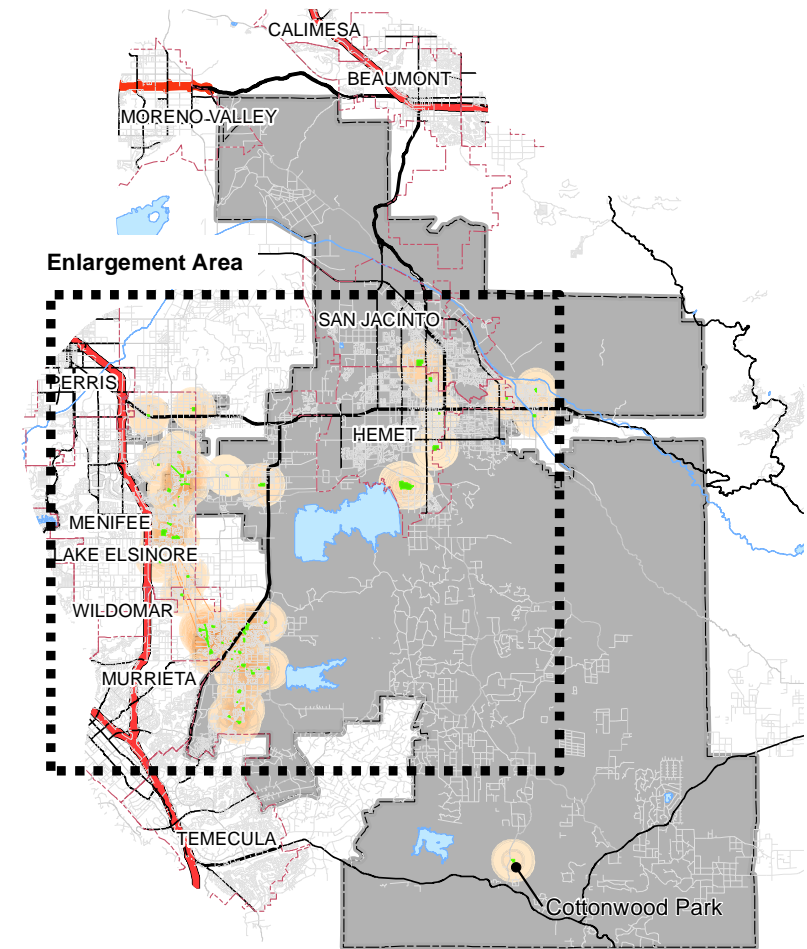
Valley-Wide Parks and Recreation District



Legend

- GRASP® Level of Service**
Range: 0 to 555
- No Access within 1-mile
 - Less Access
 - More Access
- ⊕ Indoor Facilities
 - Interstate/Freeway
 - Highway
 - Major Street/Road
 - Other Street/Road
 - Water
 - Parks
 - Municipal Boundary
 - Valley-Wide Boundary

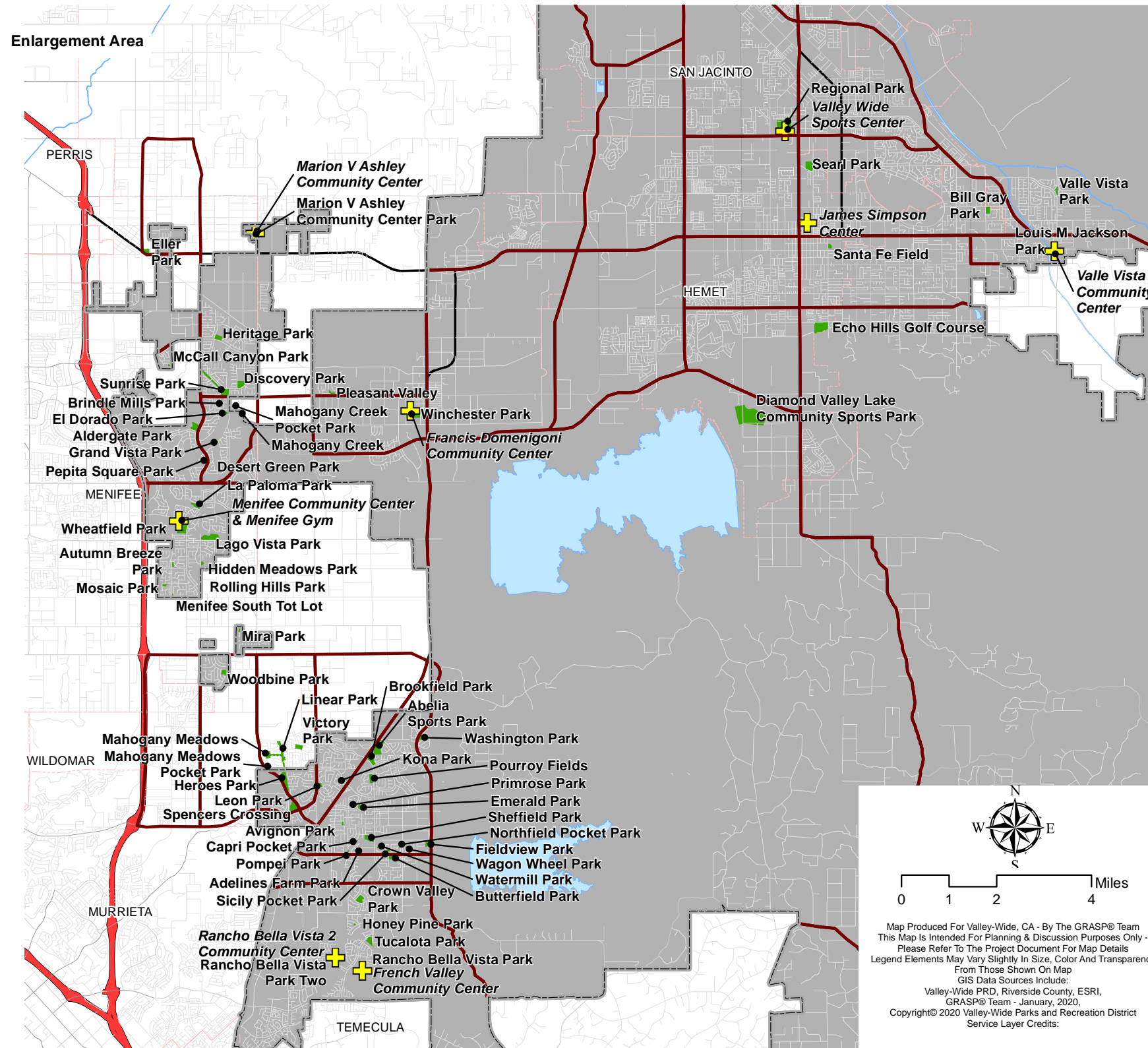
Inset Map: Valley-Wide District



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Pedestrian Zones

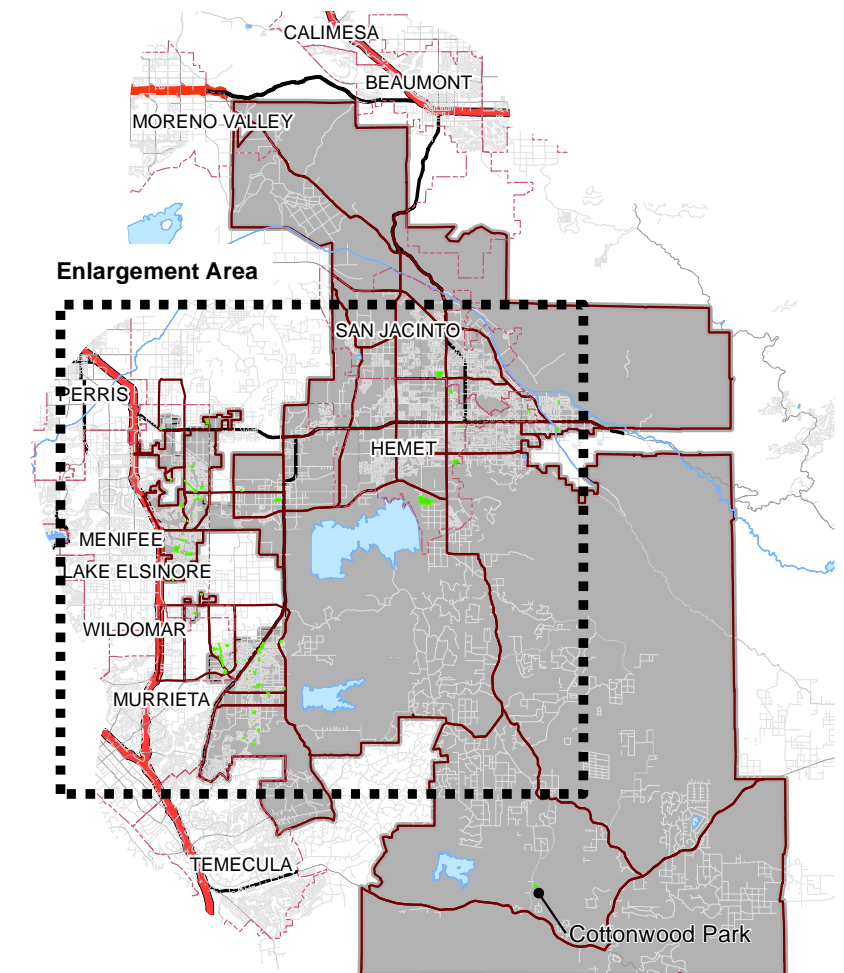
Valley-Wide Parks and Recreation District



Legend

- Indoor Facilities
- Pedestrian Zones
- Interstate/Freeway
- Water
- Highway
- Parks
- Major Street/Road
- Municipal Boundary
- Other Street/Road
- Valley-Wide Boundary

Inset Map: Valley-Wide District

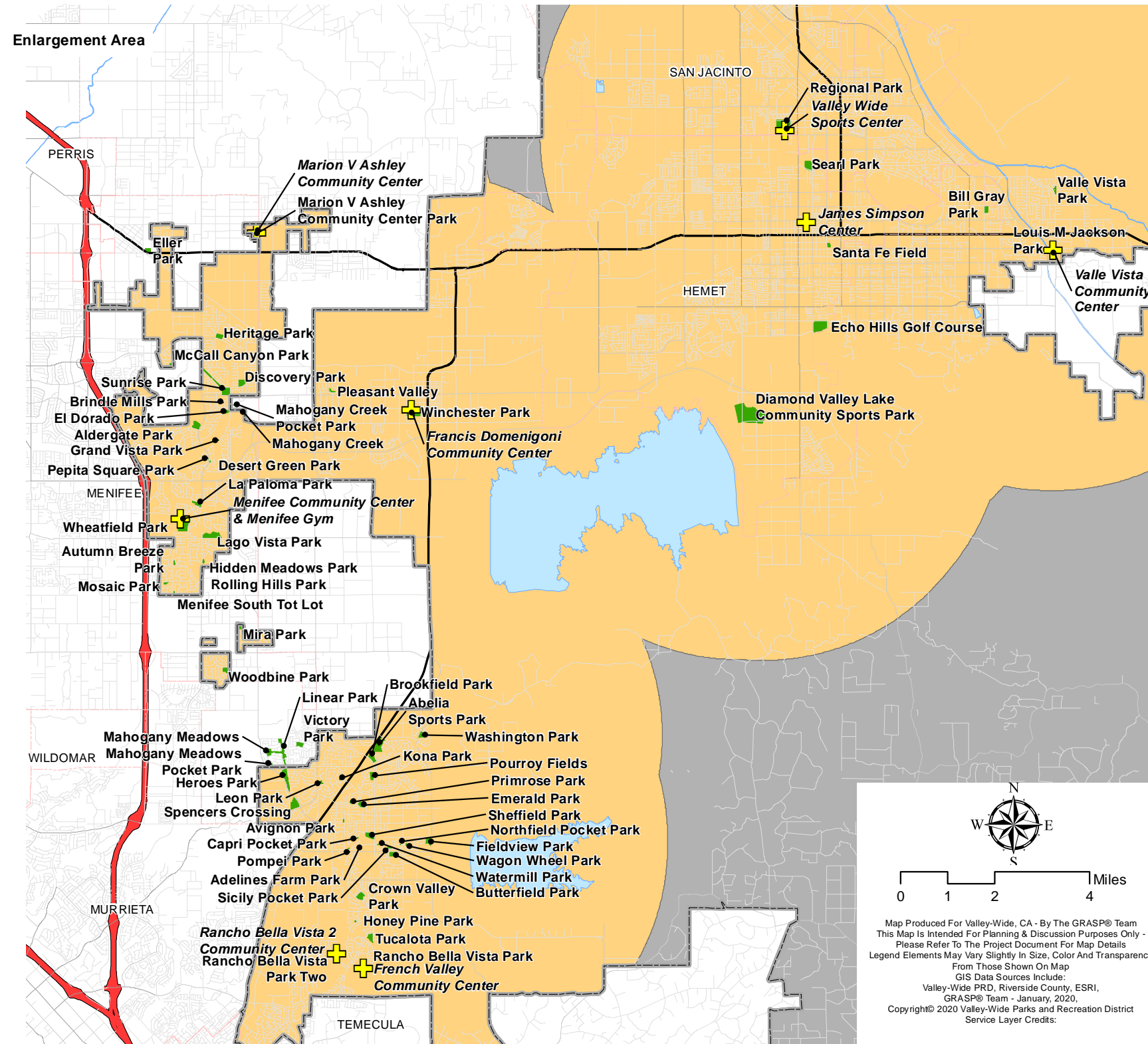


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 Valley-Wide PRD, Riverside County, ESRI,
 GRASP® Team - January, 2020,
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Regional Access to Quality Outdoor Recreation (5-mile)

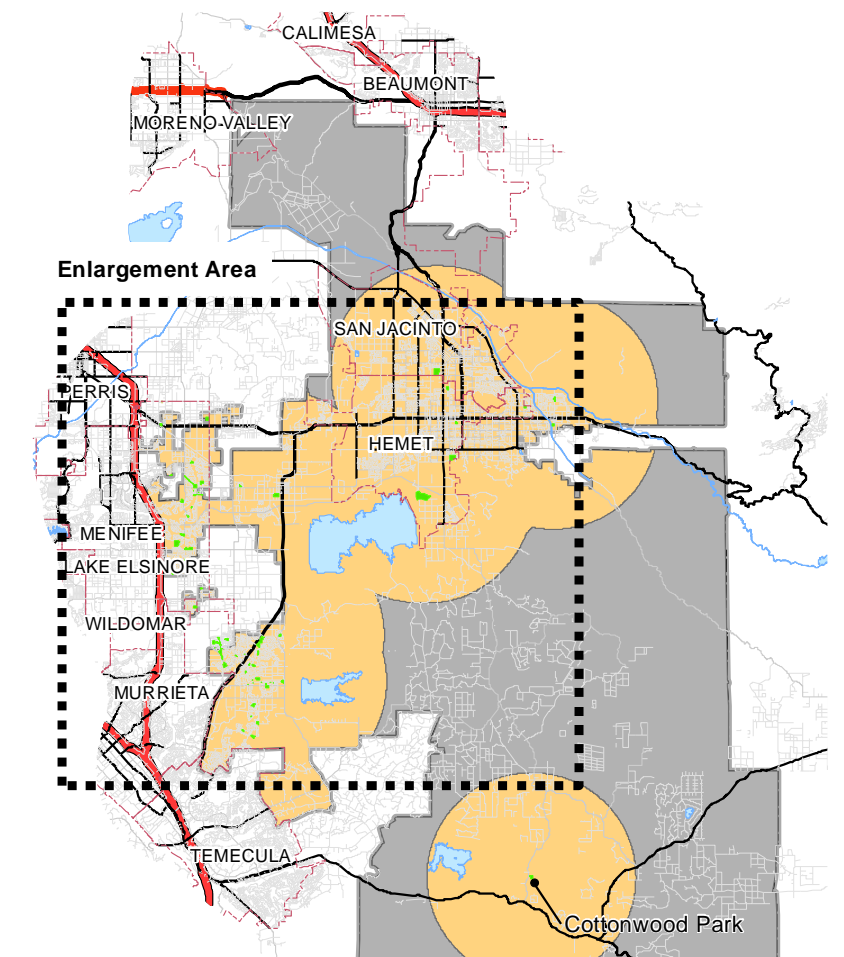
Valley-Wide Parks and Recreation District



Legend

- No Access within 5-miles
- 5-mile Access
- + Indoor Facilities
- Interstate/Freeway
- Highway
- Major Street/Road
- Other Street/Road
- ~ Water
- Parks
- Municipal Boundary
- Valley-Wide Boundary

Inset Map: Valley-Wide District

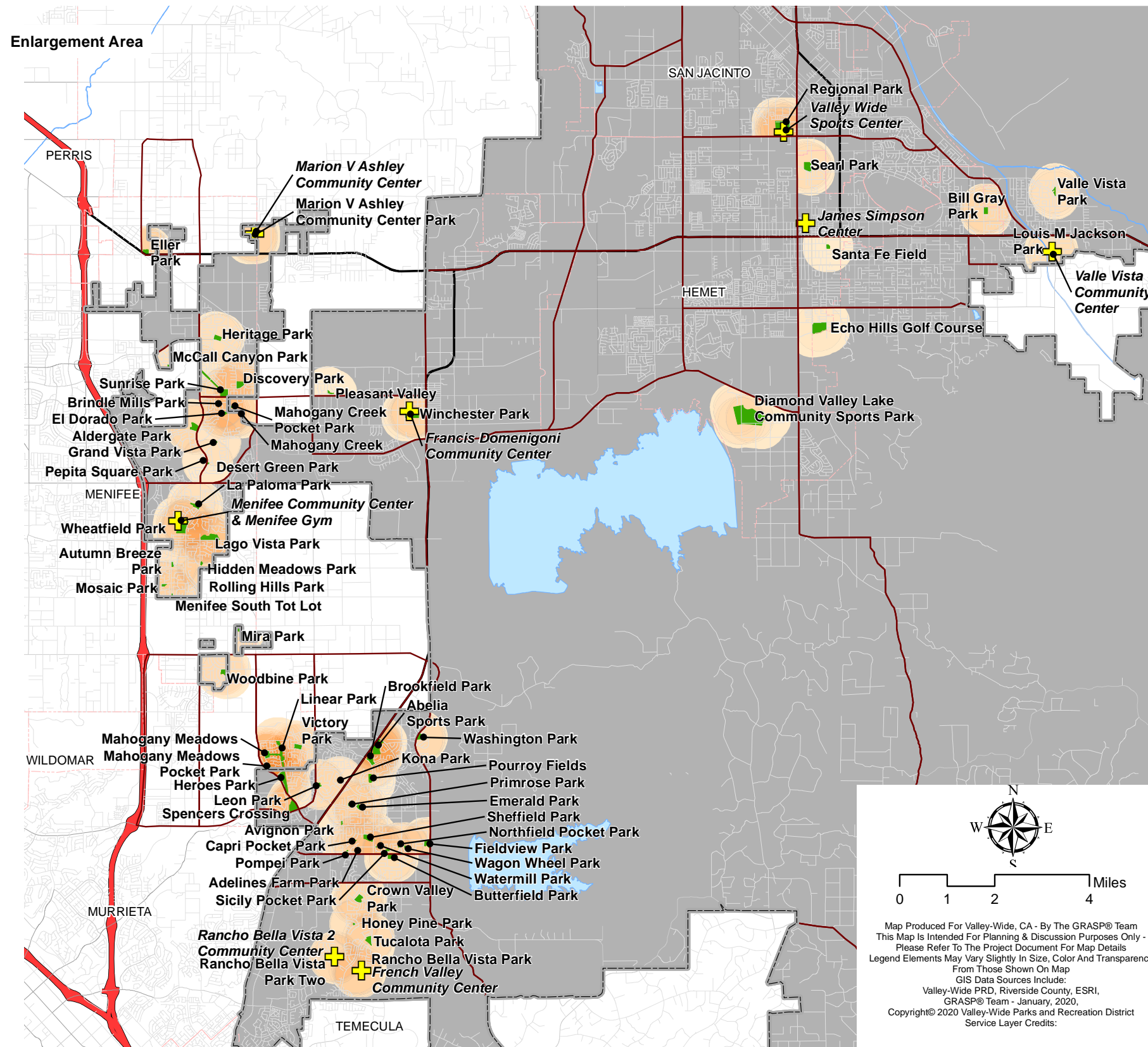


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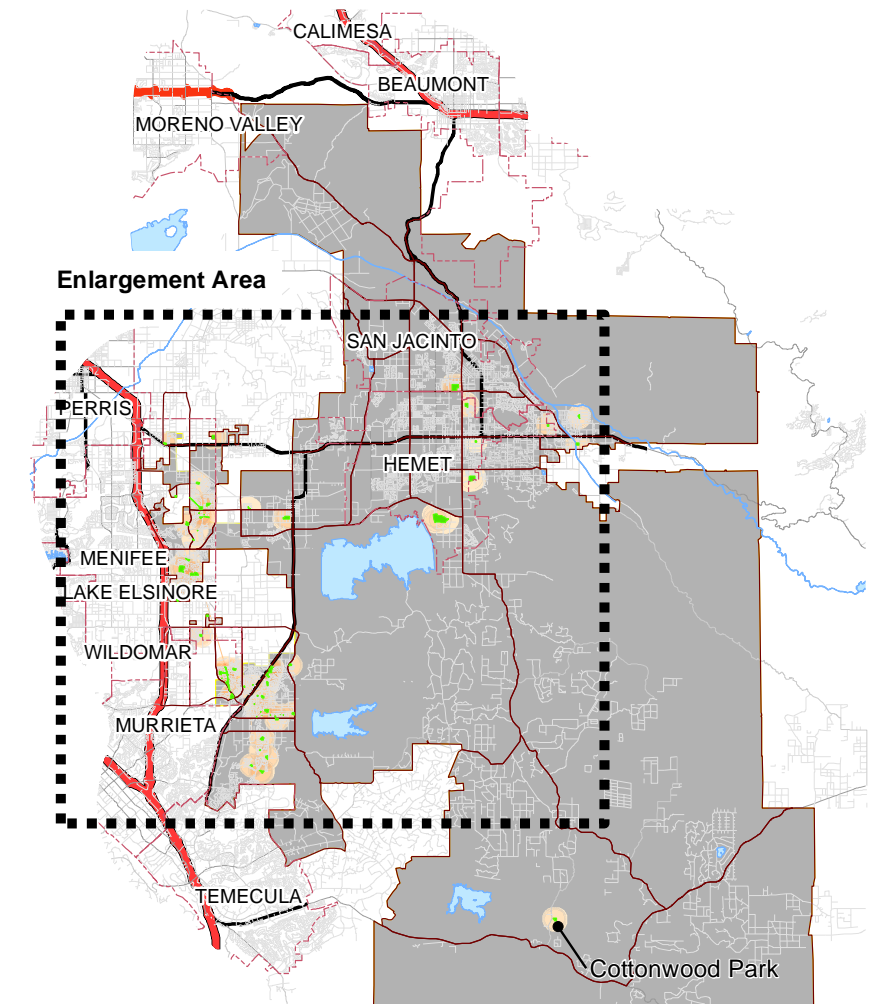
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Walkable Access to Quality Outdoor Recreation

Valley-Wide Parks and Recreation District



Inset Map: Valley-Wide District

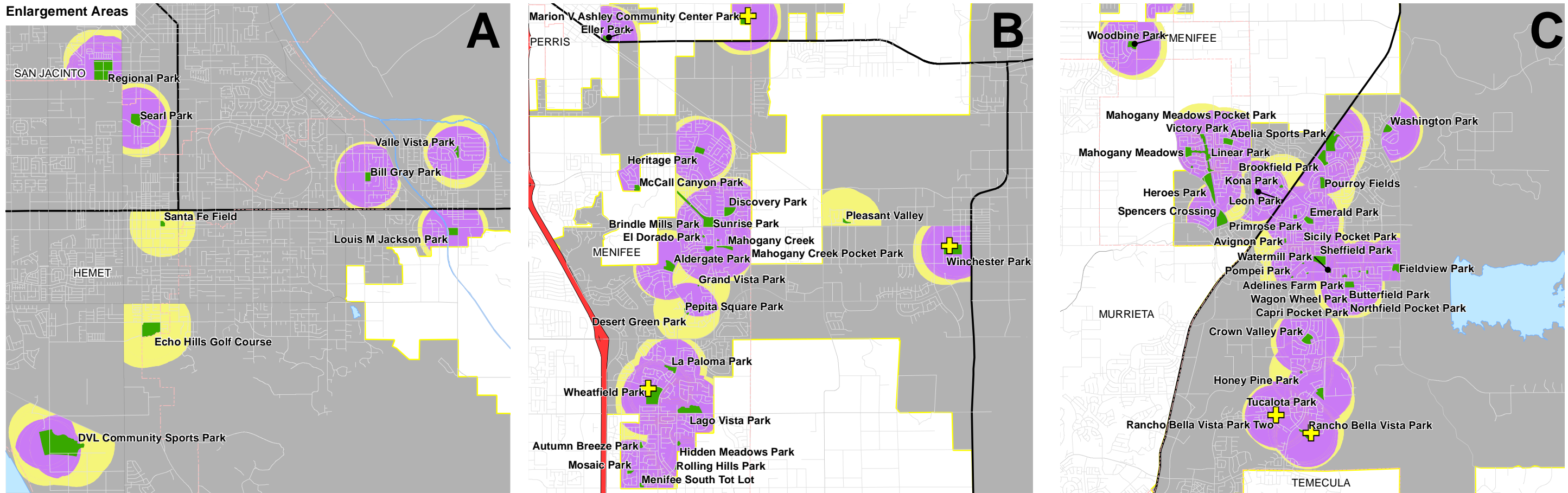


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Walkable Access to Quality Outdoor Recreation - Enlargement Areas

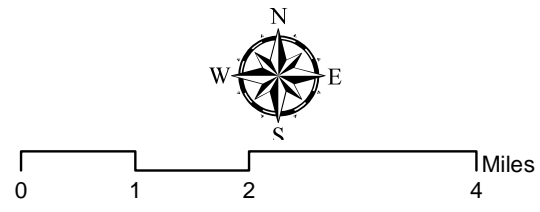
Valley-Wide Parks and Recreation District

Enlargement Areas

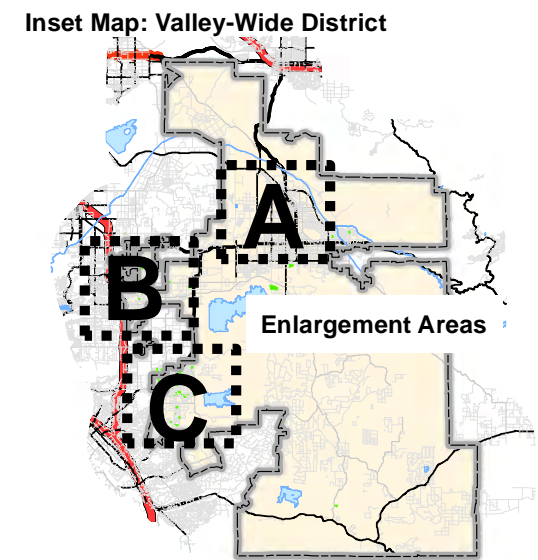


Legend

- | | | | |
|------------------------|---|--------------------|----------------------|
| GRASP®Level of Service | + | Indoor Facilities | Water |
| Target: 38 | — | Interstate/Freeway | Parks |
| — | — | Highway | Municipal Boundary |
| — | — | Major Street/Road | Valley-Wide Boundary |
| — | — | Other Street/Road | |
| — | — | | |
| — | — | | |
| — | — | | |



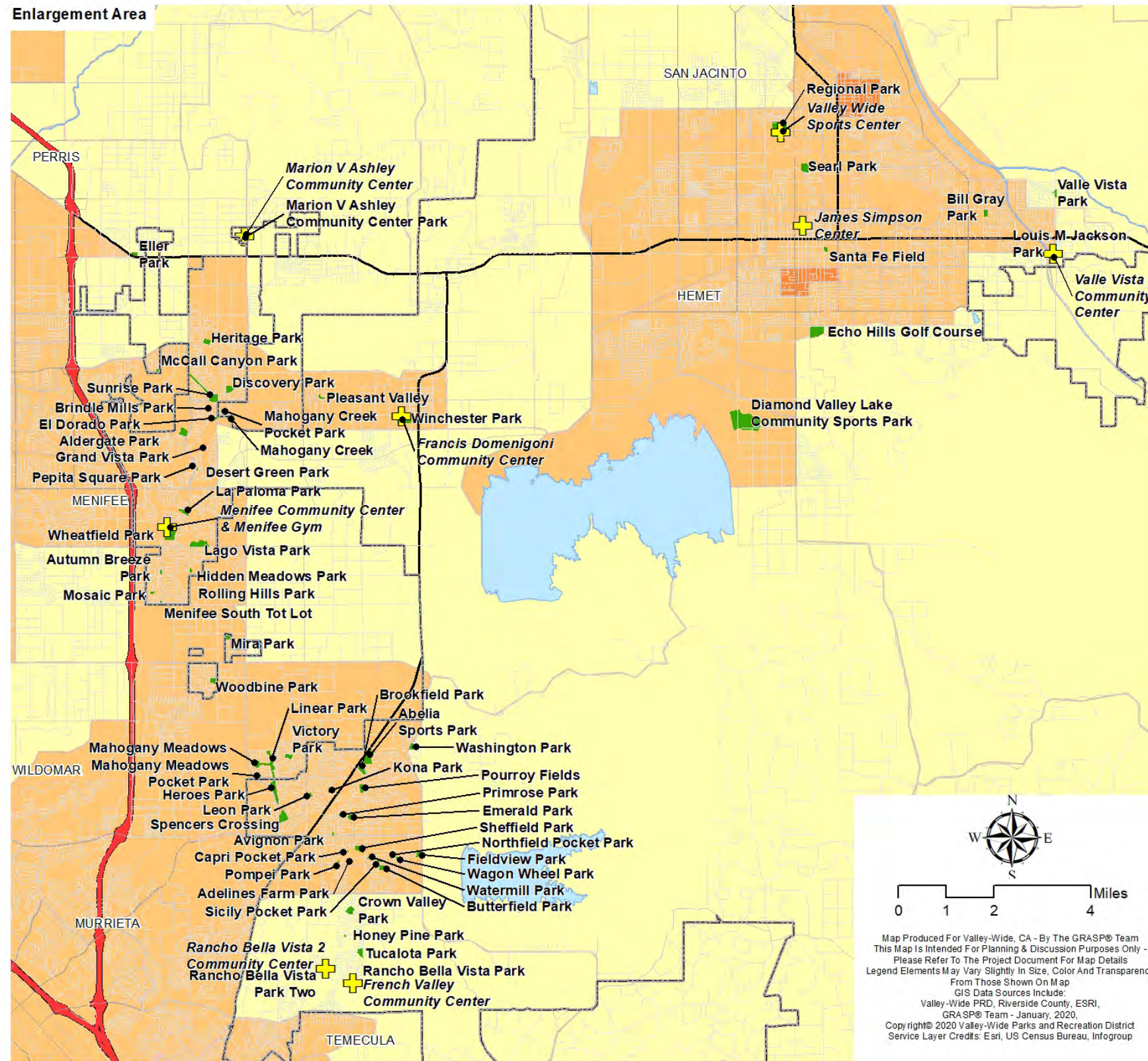
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2019 Population Density by Census Tract (Esri)

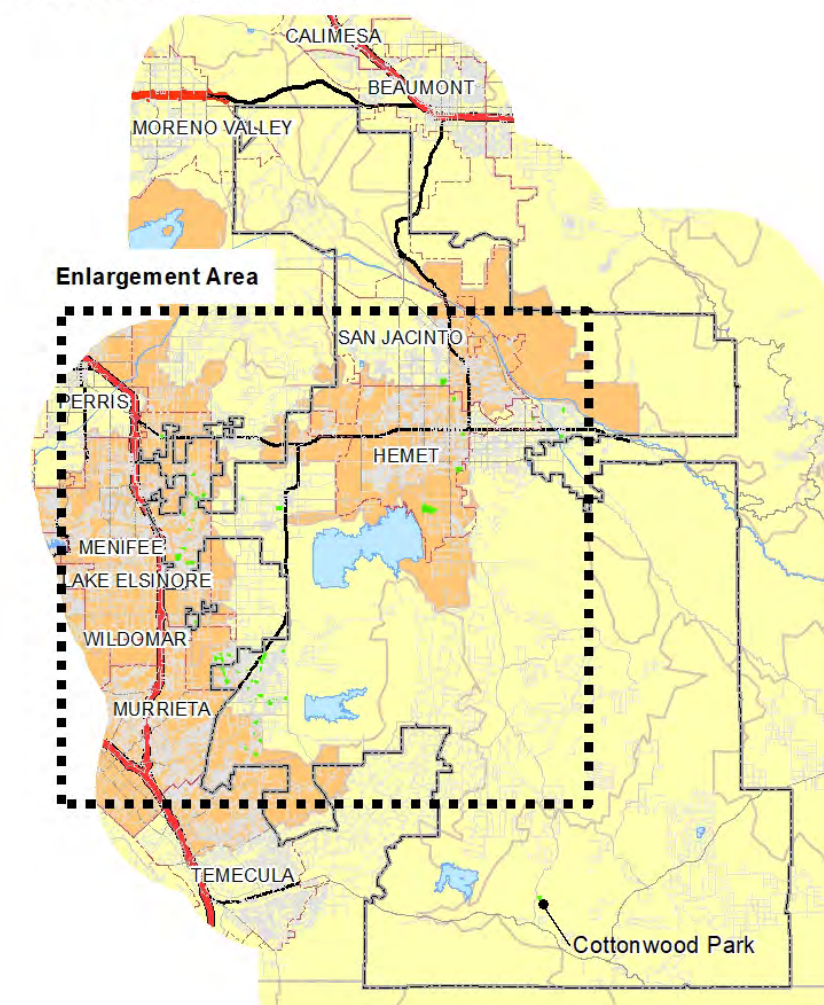
Valley-Wide Parks and Recreation District



Legend

- 0 - 1,000 people per sq mi
- 1,000 - 8,400 people per sq mi
- 8,400 - 15,800 people per sq mi
- 15,800 - 24,000 people per sq mi
- 24,000 - 629,000 people per sq mi
- Indoor Facilities
- Interstate/Freeway
- Highway
- Major Street/Road
- Other Street/Road
- Water
- Parks
- Municipal Boundary
- Valley-Wide Boundary

Inset Map: Valley-Wide District



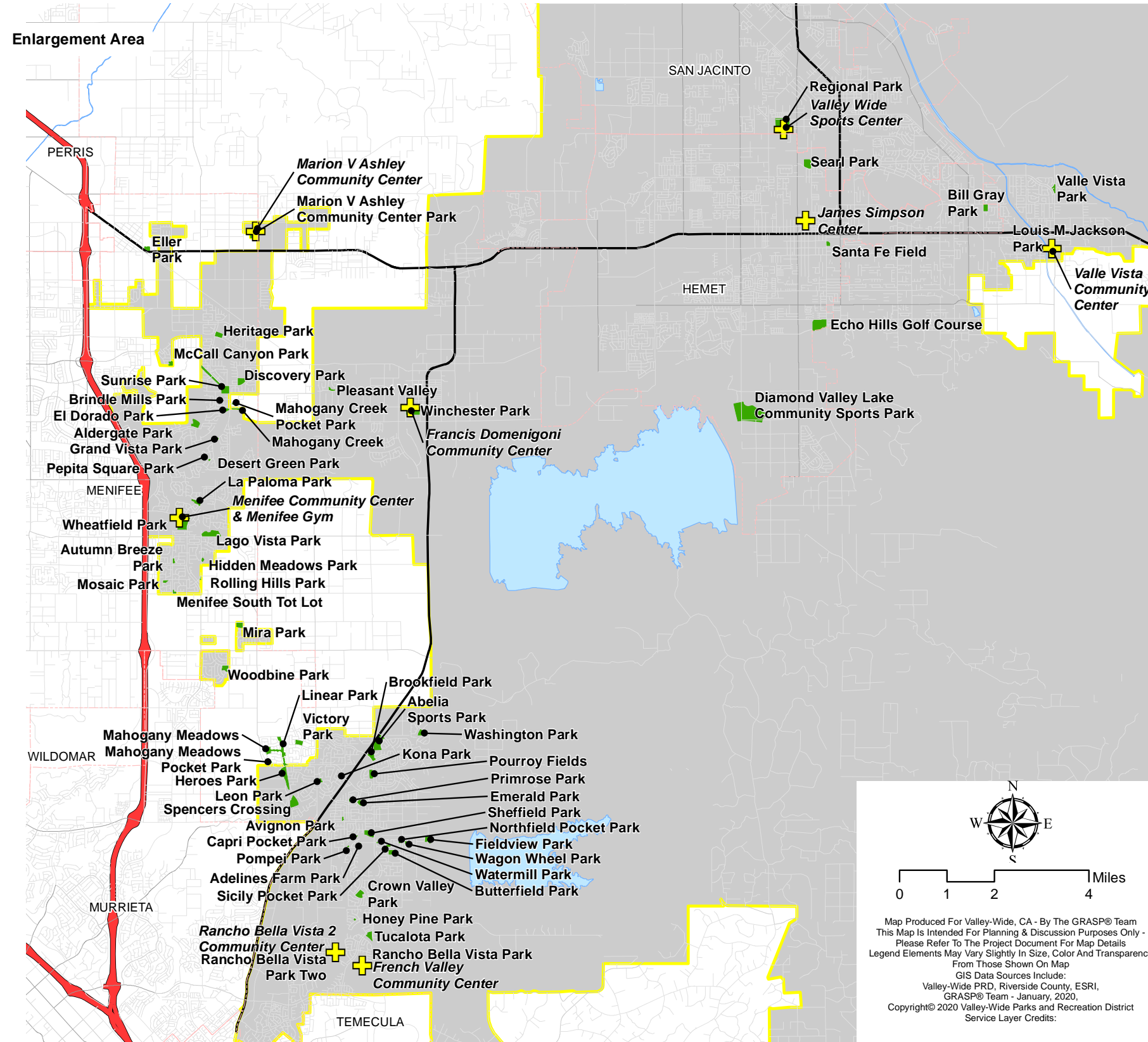
0 1 2 4 Miles

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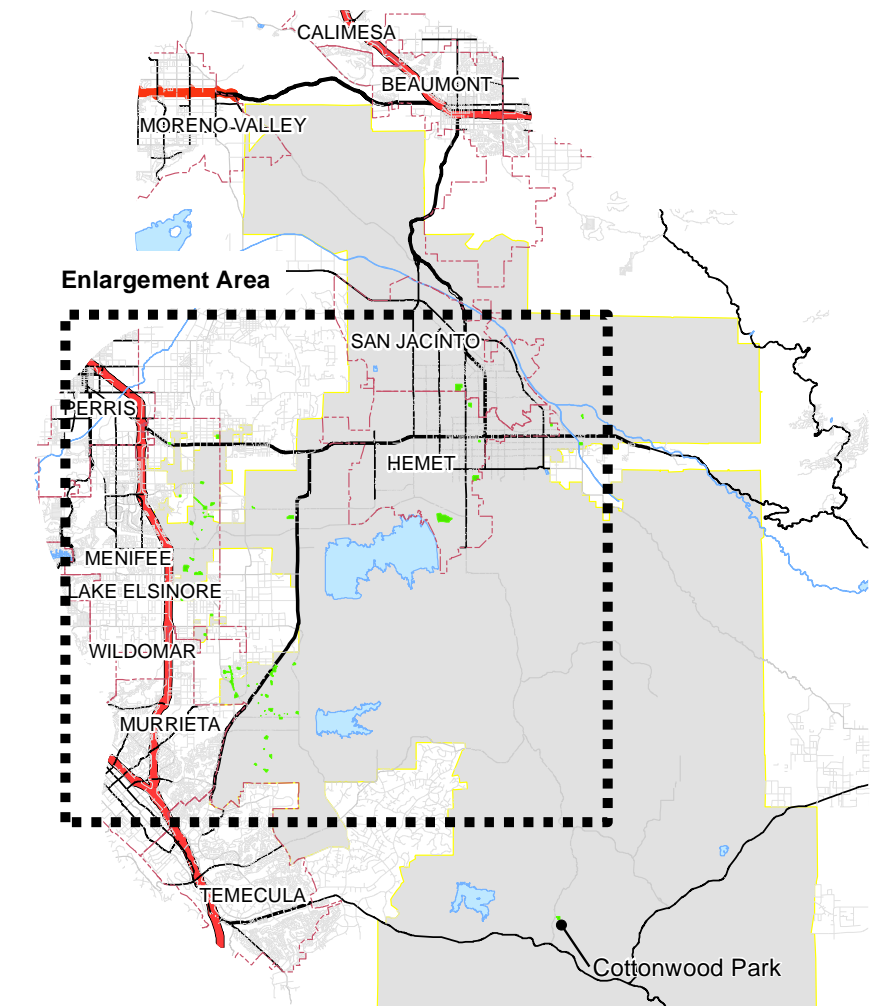
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Parks and Recreation System Map

Valley-Wide Parks and Recreation District



Inset Map: Valley-Wide District



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Appendix C: Services Assessment

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Appendix D: Memorandum of Understanding

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1 **Memorandum of Understanding By and Between**
2 **the County of Riverside and**
3 **Valley-Wide Recreation and Park District for the**
4 **Establishment of Protocols for Coordinating**
5 **Developer-Initiated Development Projects**

6 This Memorandum of Understanding ("MOU") is entered into by and between the County of
7 Riverside, ("County"), a political subdivision of the State of California, and the Valley-Wide
8 Recreation and Park District ("Valley-Wide"), a special district created and operating pursuant to
9 the Recreation and Park District Law (Pub. Res. Code §§ 5780 et seq), together, the Parties
10 ("Parties"), for the establishment of protocols to coordinate developer-initiated development
11 projects located within the unincorporated portions of the Valley-Wide Service Area as defined
12 herein (hereinafter referred to as "Development Projects").

13 **Recitals**

- 14
- 15 A. County is the local land use authority responsible for processing, reviewing and
16 approving land use entitlement applications, including Development Projects within
17 the unincorporated areas of Riverside County ("Unincorporated Area");
- 18 B. County's Transportation and Land Management Agency ("TLMA") is the County
19 agency responsible for processing land use entitlements, for reviewing final maps and
20 street improvement plans, and for maintaining parkway and median landscaping
21 throughout the Unincorporated Area where another agency with the same function is
22 not operating;
- 23 C. County's Economic Development Agency ("EDA") is the County agency responsible
24 for establishing maintenance financing mechanisms for certain maintenance services
25 throughout the Unincorporated Area;
26
27
28

1 D. Valley-Wide was formed on July 27, 1972, and is recognized by the Riverside
2 County Local Area Formation Commission as the primary provider of recreation,
3 public landscaping, and park services to residents within an 800-square-mile area.
4 These boundaries and service area encompass the Cities of Hemet and San Jacinto, as
5 well as portions of the City of Menifee and the unincorporated areas of Valle Vista,
6 Sage, Aguanga, Winchester, Menifee, Murrieta, and French Valley, all as depicted in
7 the map attached hereto as Exhibit A and incorporated by reference herein (“Valley-
8 Wide Service Area”);
9

10 E. Valley-Wide establishes and administers various public financing mechanisms for the
11 funding of its recreation, public landscaping and park services, including community
12 facilities districts (“CFDs”);
13

14 F. Valley-Wide has provided the County with its 2010 Valley-Wide Recreation and Park
15 District Master-Plan (“Master Plan”) developed as a result of constituent outreach and
16 input, attached hereto as Exhibit B and incorporated herein by this reference. As part
17 of its Master Plan, Valley-Wide has recognized a minimum of 5-acres of usable park
18 space is needed to incorporate industry-standard recreation features necessary to
19 establish a site as active recreational parkland, of the type that Valley-Wide will
20 accept for maintenance, hereinafter referred to as “Large Parks” and as shown on
21 page 25 of the Master Plan;
22

23 G. County, through the exercise of its local land use authority, may choose to require
24 Development Projects to include parks that are less than 5-acres in size, hereinafter
25 referred to as “Small Parks”;
26
27
28

1 H. Valley-Wide maintains Small Parks and Large Parks as part of its Master Plan and
2 considering the needs and benefits determined through its park planning process.
3 Together, Large Parks and Small Parks are hereinafter referred to as “Public Parks”;

4
5 I. Valley-Wide performs landscape maintenance services for medians, slopes and
6 parkways including within the public road right-of-way, and applicable public benefit
7 property, including numbered lots between right-of-way and tract walls within the
8 Valley-Wide service area. These landscape maintenance services are collectively
9 referred to herein as “Streetscape Landscaping”;

10
11 J. Recently, County has assumed additional responsibilities to maintain features
12 necessary, as the permit holder, for meeting National Pollutant Discharge Elimination
13 System (NPDES) permit requirements for Development Projects that fall within the
14 public right-of-way, or common areas of Development Projects. This includes the
15 maintenance of certain features of water quality basins, such as inlet and outlet
16 structures, forebays and headwalls, rip rap, catch basins, inlet and outlet piping,
17 concrete access roads and curb inlet filters, as well as water quality reporting to meet
18 all regulatory requirements, collectively referred to herein as “Water Quality
19 Structures”;

20
21 K. Other responsibilities including maintenance of other items related to water quality
22 such as basin fencing, slopes, desilting of forebays, maintenance easements, basin
23 bottoms, low-flow sub-drains, gravel, soil media, irrigation and vegetation, and slopes
24 meeting County and Valley-Wide Standards, are hereinafter collectively referred to as
25 “Water Quality Features”;
26
27
28

1 L. Together, Streetscape Landscaping, and Water Quality Features are hereinafter
2 referred to as “Non-Park Landscape Features”;

3 M. In anticipation of several Development Projects progressing to the construction phase
4 in the near future, the Parties have determined that there is a need for the
5 establishment of clear processing protocols, as described in this MOU, in order to
6 determine at the earliest possible stage in the development process whether County or
7 Valley-Wide will be maintaining Non-Park Landscape Features for each new
8 Development Project;
9

10 N. As part of the County’s review and approval of Development Projects through its
11 planning process, County shall provide Valley-Wide the opportunity to review
12 Development Projects and provide comments to the County. Those comments will be
13 taken into consideration by TLMA staff and considered by the appropriate County
14 decision body in determining the Development Project design, location, and scope, as
15 set more fully below;
16

17 O. Consistent with Ordinance No. 460, County, through the exercise of its local land use
18 authority, has the discretion to approve the size, location, phasing, and timing of the
19 construction of park improvements required of Development Projects, subject to the
20 provisions of state law, including, without limitation, the Quimby Act (Gov. Code
21 section 66477). County desires to coordinate the size, location, phasing, and timing
22 of Public Parks with Valley-Wide to ensure the recreational needs of each
23 community, including financial mechanisms for Public Park maintenance needs, are
24 met. In doing so, the County and Valley-Wide desire to collaborate on the types of
25
26
27
28

1 park improvements that are most suited for each Development Project, which may
2 include a combination of Large Parks and Small Parks;

3 P. The County anticipates increased development densities in certain Development
4 Projects to address the growing demand for housing, which enhances the need for
5 Public Parks that are spaced throughout Development Projects and situated closer to
6 residents, in locations that would minimize vandalism, excessive noise or other
7 unfavorable uses. County and Valley-Wide acknowledge that Public Parks should
8 ideally be centralized within communities whenever practicable, rather than located
9 in uninhabitable areas of otherwise unusable land, or land that does not provide for
10 adequate connectivity to residents;
11

12 Q. Additionally, as the County reviews and considers Development Project applications,
13 the County requires that Development Projects contribute towards the provision of
14 Public Parks as provided in Ordinance No. 460, or by paying in-lieu fees to Valley-
15 Wide, or a combination of the two;
16

17 R. It has been the desire of the County and Valley-Wide to have one entity responsible
18 for the maintenance of all Public Parks and Non-Park Landscape Features associated
19 with a Development Project, to achieve greater efficiency and responsiveness for
20 residents;
21

22 S. County and Valley-Wide recognize that by working together with developers through
23 thoughtful planning and clear communication, Non-Park Landscape Features and
24 Public Parks can be efficiently coordinated and collectively agreed upon to meet the
25 needs of each agency prior to the approval of entitlements;
26
27
28

1 T. Valley-Wide is in the process of updating its Master Plan (“Updated Master Plan”) to
2 reflect the development trends, policies, and procedures described herein, including
3 park development standards, as well as Quimby Act fee requirements as specified
4 herein and in Ordinance No. 460. Valley-Wide agrees to complete the Updated
5 Master Plan by July 1, 2020;

7 U. In the interim, County wishes to adopt Valley-Wide’s 2010 Master Plan via this
8 MOU;

9 V. The Parties desire to adopt this MOU to memorialize certain policies and procedures
10 as described herein.
11

12 NOW THEREFORE, in consideration of the mutual promises contained herein, the Parties agree
13 as follows:

14 **SECTION 1- COUNTY AGREES:**

15 1. Valley-Wide shall have the right of first refusal to accept all maintenance
16 responsibility for all Non-Park Landscape Features associated with any Development
17 Project. Additionally, it is duly understood that Valley-Wide may elect to only accept
18 maintenance responsibility of all Public Parks, if the Non-Park Landscape Features
19 within a Development Project cannot meet Valley-Wide’s adopted Standards and
20 Specifications, as may be amended from time to time, or if it is determined to be in
21 the best interest of Valley-Wide or the Development Project. In any case, it is
22 understood that Valley-Wide only accepts fully developed and improved land for
23 maintenance.
24

25
26 2. TLMA shall be Valley-Wide’s point of contact for all Development Projects and will
27 closely coordinate with Valley-Wide and the development community as described
28

1 herein. Nothing herein shall restrict Valley-Wide from directly engaging with
2 Development Project representatives; however, Valley-Wide shall provide copies of
3 all comments and meeting summaries to TLMA, to ensure clear communication and
4 project updates, and to confirm unified direction is given to developers.
5

6 3. Prior to the approval of any tentative map associated with a Development Project,
7 consistent with Ordinance No. 460, and as a condition thereto, TLMA shall require
8 developers to provide proposed park dedications to the County by written statement.
9 Upon receipt, County will then provide all proposed park dedications to Valley-Wide
10 for review and comment within ten working days. County agrees to follow the same
11 process for Specific Plan approvals to ensure Specific Plans will correspond with
12 future tentative maps, to help avoid the need for tentative map revisions.
13

14 4. Consistent with Ordinance No. 460, if County and Valley-Wide are unable to agree
15 on the appropriate park dedications or fees in lieu thereof for a Development Project,
16 the final decision shall be made by the Board of Supervisors.
17

18 5. Prior to approval of a tentative map associated with a Development Project, TLMA
19 will transmit preliminary maintenance exhibits to Valley-Wide for Valley-Wide's
20 consideration of its right of first refusal with respect to the maintenance of all Non-
21 Park Landscape Features and Public Parks associated with a Development Project.
22

23 6. Prior to approval of a tentative map associated with a Development Project, TLMA
24 will transmit conceptual designs for Non-Park Landscape Features, Public Parks or
25 Large Parks, as appropriate, to Valley-Wide for review and comment. County and
26 Valley-Wide agree to share all written correspondence for all conceptual park design-
27 related comments that may impact tentative map design via the appropriate sharing
28

1 mechanism, including but not limited to Bluebeam. TLMA will make every effort to
2 incorporate Valley-Wide's comments; however, the approval of tentative maps is
3 within the exclusive local land use authority of the County through TLMA.
4

5 7. Prior to approval of any final map associated with a Development Project, TLMA
6 will coordinate with the applicant to prepare detailed maintenance exhibits for Non-
7 Park Landscape Features and Public Parks, and will submit said detailed maintenance
8 exhibits to Valley-Wide for review and comment. TLMA will make every effort to
9 incorporate Valley-Wide's comments; however, the approval of final maps is within
10 the exclusive local land use authority of the County through TLMA.
11

12 8. Upon notification from Valley-Wide pursuant to Section 2.4 below, and in
13 consideration of Valley-Wide's comments, TLMA will specify in the Development
14 Project's conditions of approval if Valley-Wide will be the maintenance entity for all
15 Non-Park Landscape Features, or only for Public Parks.
16

17 9. Prior to approval of any final map associated with a Development Project, TLMA
18 will route any maps and street improvement plans associated with a Development
19 Project to Valley-Wide for review and comment. It is understood that both Parties
20 have adopted standard requirements for development and it is evident that at times
21 standard requirements will require revisions and updates, in order to meet industry
22 needs and changing regulatory requirements. County and Valley-Wide shall closely
23 communicate any revisions and updates. TLMA will make every effort to incorporate
24 Valley-Wide's comments; however, the final approval of maps and street
25 improvement plans is within the exclusive local land use authority of the County
26 through TLMA. Prior to approvals, TLMA will communicate to Valley-Wide any
27
28

1 review comments that will not be accepted and implemented, to consider alternate
2 opportunities to ensure sufficient effort is made to address Valley-Wide's concerns.

3 10. To the extent that Valley-Wide does not accept maintenance of all Non-Park
4 Landscape Features associated with a Development Project, EDA will work with the
5 developer to establish an alternative maintenance mechanism for such Non-Park
6 Landscape Features.
7

8 11. Notwithstanding any other paragraph herein, County will remain the NPDES permit
9 holder, water quality basin property owner, and maintenance entity of Water Quality
10 Structures within a Development Project.
11

12 12. Upon Valley-Wide's adoption of the Updated Master Plan, the County's
13 Transportation and Land Management Agency agrees to submit the plan to the Board
14 of Supervisors for consideration in accordance with provisions as set forth in
15 Ordinance No. 460.
16

17 13. County has reviewed, and as part of the adoption of this MOU, adopts the Master
18 Plan, attached as Exhibit B to this MOU, including the park ratio of 5 acres per 1000
19 persons, subject to the following:

20 a. In the event that County approves a Development Project that contains only
21 Large Parks, Large Parks shall be designed to Valley-Wide standards. Valley-
22 Wide shall count the construction of these parks towards the dedication
23 requirement in accordance with the Quimby Act provisions set forth in the
24 Master Plan at the ratio of 5.0 acres per 1000 persons.
25

26 b. In the event that County approves a Development Project that contains Public
27 Parks, said Development Project will be required to meet the Master Plan park
28

1 ratio of 5.0 acres per 1000 persons (“Master Plan Park Ratio”) in accordance
2 with the Quimby Act, the Master Plan, and Ordinance No. 460. When Valley-
3 Wide has agreed to accept maintenance responsibility for Public Parks by the
4 protocols set herein, County and Valley-Wide agree to coordinate prior to
5 tentative map approvals and ensure that Public Parks are designed to Valley-
6 Wide’s most current Standards and Specifications..
7

8 **SECTION 2 –VALLEY-WIDE AGREES:**

- 9
- 10 1. Valley-Wide shall have the right of first refusal to maintain all Non-Park Landscape
11 Features and all Public Parks associated with Development Projects as defined herein.
 - 12 2. As provided in Section 1 of this MOU, as part of the County’s land use entitlement
13 process, Valley-Wide shall review and comment on Development Projects that are
14 submitted to Valley-Wide by TLMA.
 - 15 3. Within ten working days of receiving written proposed park dedications from County,
16 Valley-Wide shall provide comments to TLMA indicating approval or disapproval of
17 the proposed park dedications.
 - 18 4. Within ten working days of receipt of a preliminary maintenance exhibit from the
19 County, Valley-Wide shall notify EDA and TLMA in writing whether Valley-Wide
20 intends to maintain all Non-Park Landscape Features associated with a Development
21 Project. It is understood that some complex Development Projects may require
22 progress engineered designs prior to the determination of maintenance and upon
23 request from Valley-Wide, County will provide progress engineered designs.
 - 24 5. In the event that Valley-Wide exercises its right of first refusal and accepts
25 maintenance of all Non-Park Landscape Features associated with a Development
26
27
28

1 Project, Valley-Wide shall cause annexation of the Non-Park Landscape Features into
2 a Valley-Wide CFD or similar maintenance mechanism.

3 6. Within ten working days of receiving from County engineered designs prepared in
4 accordance with Valley-Wide standards, final maps, or street improvement plans,
5 Valley-Wide shall provide a response, if any, to the appropriate County department,
6 and shall provide complete written comments, if any, to the appropriate County
7 department within thirty calendar days of initial receipt.

8 7. Notwithstanding any other paragraph herein, when Valley-Wide shall be responsible
9 for the maintenance of Non-Park Landscape Features, this shall include all Water
10 Quality Features associated with a Development Project.

11 8. Valley-Wide shall submit its Updated Master Plan, reflecting the protocol's identified
12 herein, to the County by July 1, 2020.

13 **SECTION 3 - IT IS FURTHER MUTUALLY AGREED AS FOLLOWS:**

14 1. Although the desire by both Parties to have one entity responsible for maintenance of
15 all Non-Park Landscape Features, nothing within the MOU shall restrict either Party
16 from mutually agreeing to both Parties sharing maintenance responsibilities.

17 2. It is mutually agreed that the timing and sequence of submittals and reviews may be
18 adjusted by mutual agreement of the parties as necessary to facilitate development.

19 3. In the event of any dispute arising under this MOU, the staff of the respective parties
20 shall attempt in good faith to resolve the dispute. Either party may call a conference
21 to review the matter. In the event a dispute cannot be resolved by the respective
22 staffs, then the parties agree to submit the matter to the County Board of Supervisors
23
24
25
26
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1 for resolution. The decision of the Board of Supervisors shall be the final
2 administrative decision of the County.

3 4. This MOU is subject to termination, by either party, with a written notice of 90 days
4 given prior to the effective termination date.

5 5. All notices shall be given in writing and shall be addressed as provided below for the
6 respective party:
7

8 TLMA: Riverside County Planning Department
9 4080 Lemon Street, 12th Floor
10 Riverside, CA 92507
11 Attn: Charissa Leach, Assistant TLMA Director

12 Valley-Wide: Valley-Wide Recreation and Park District
13 P.O. Box 907
14 San Jacinto, CA 92581-0907
15 Attn: Dean Wetter, General Manager

16 6. This MOU may be amended only by written agreement signed by the Parties hereto,
17 or their respective successor(s)-in-interest or assign(s), or by court order.

18 7. This MOU is the result of negotiations between the Parties hereto, and the advice and
19 assistance of their respective counsel. The fact that this MOU was prepared as a
20 matter of convenience by the County shall have no import or significance. Any
21 uncertainty or ambiguity in this MOU shall not be construed against the County
22 because the County prepared this MOU in its final form.

23 8. This MOU shall be effective upon signature by all Parties. If the MOU is signed on
24 different dates, then the last date the MOU is signed by a Party shall be the effective
25 date of the MOU. ///

1 **IN WITNESS WHEREOF, the parties hereto have executed this Agreement on**

2 **(to be filled in by Clerk of the Board)**

3
4 **COUNTY OF RIVERSIDE**
5 **RECOMMENDED FOR APPROVAL:**

6 Juan C. Perez

7 _____ Dated: _____
8 Asst. CEO/TLMA Director

9
10
11
12 **APPROVED AS TO FORM:**
13 **GREGORY P. PRIAMOS, COUNTY COUNSEL**

14 By: _____ Dated: _____
15 Leila Moshref-Danesh
16 Deputy County Counsel

17 **APPROVAL BY THE BOARD OF SUPERVISORS**

18 _____ Dated: _____
19 Kevin Jeffries, Chairman

20 **ATTEST:**
21 **Kecia Harper**

22
23 By: _____ Dated: _____
24 Deputy

25
26
27
28

1 **APPROVAL BY Valley-Wide Recreation and Parks District**
2 **RECOMMENDED FOR APPROVAL:**

3 Dean Wetter

4  Dated: 12-3-19

5 General Manager

6
7 APPROVED BY

8  Dated: 12-3-19

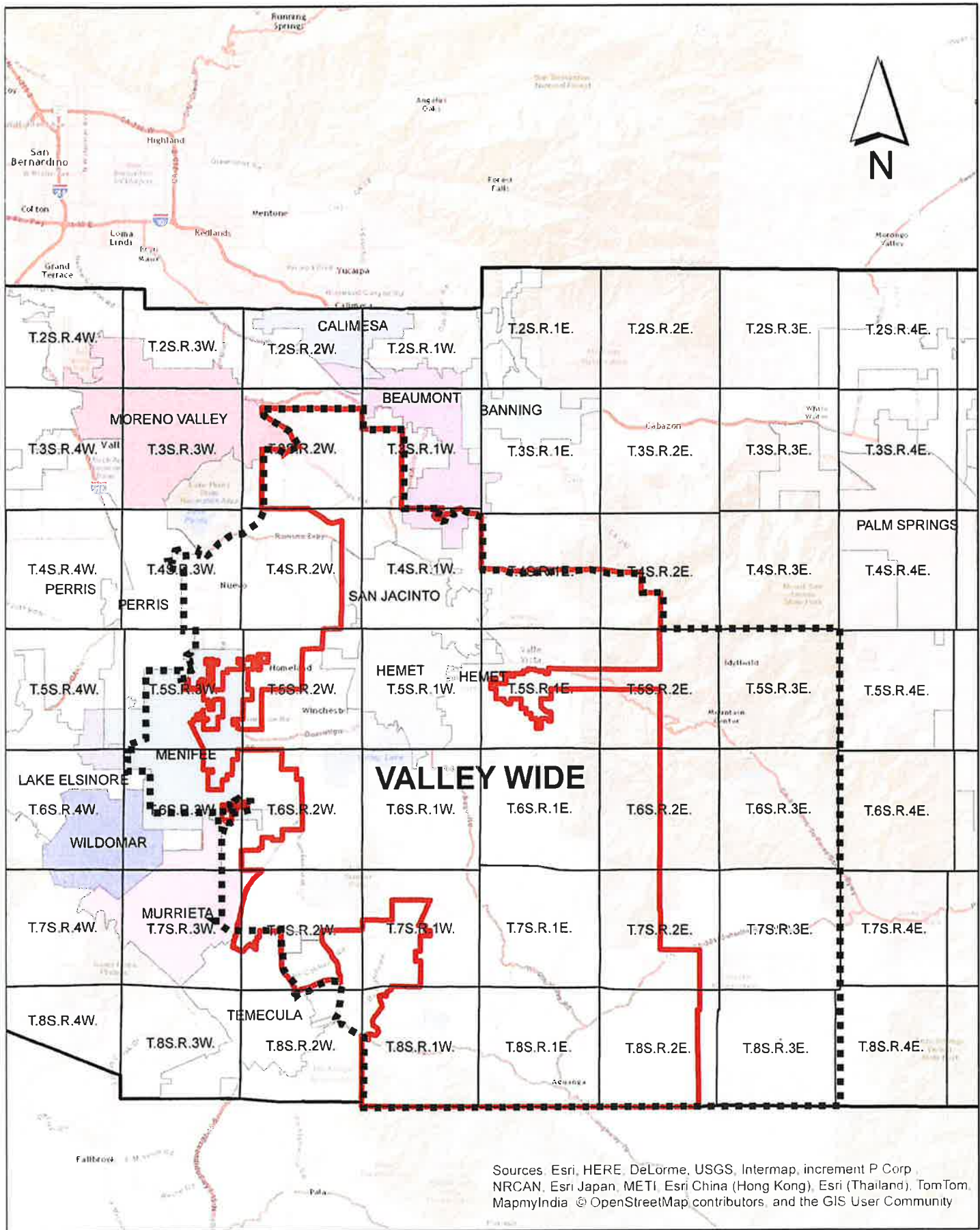
9 Nick Schouten, President

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Valley-Wide Recreation & Park District Boundaries

LAFCO 2014-04-3&5 - VWRPD MSR

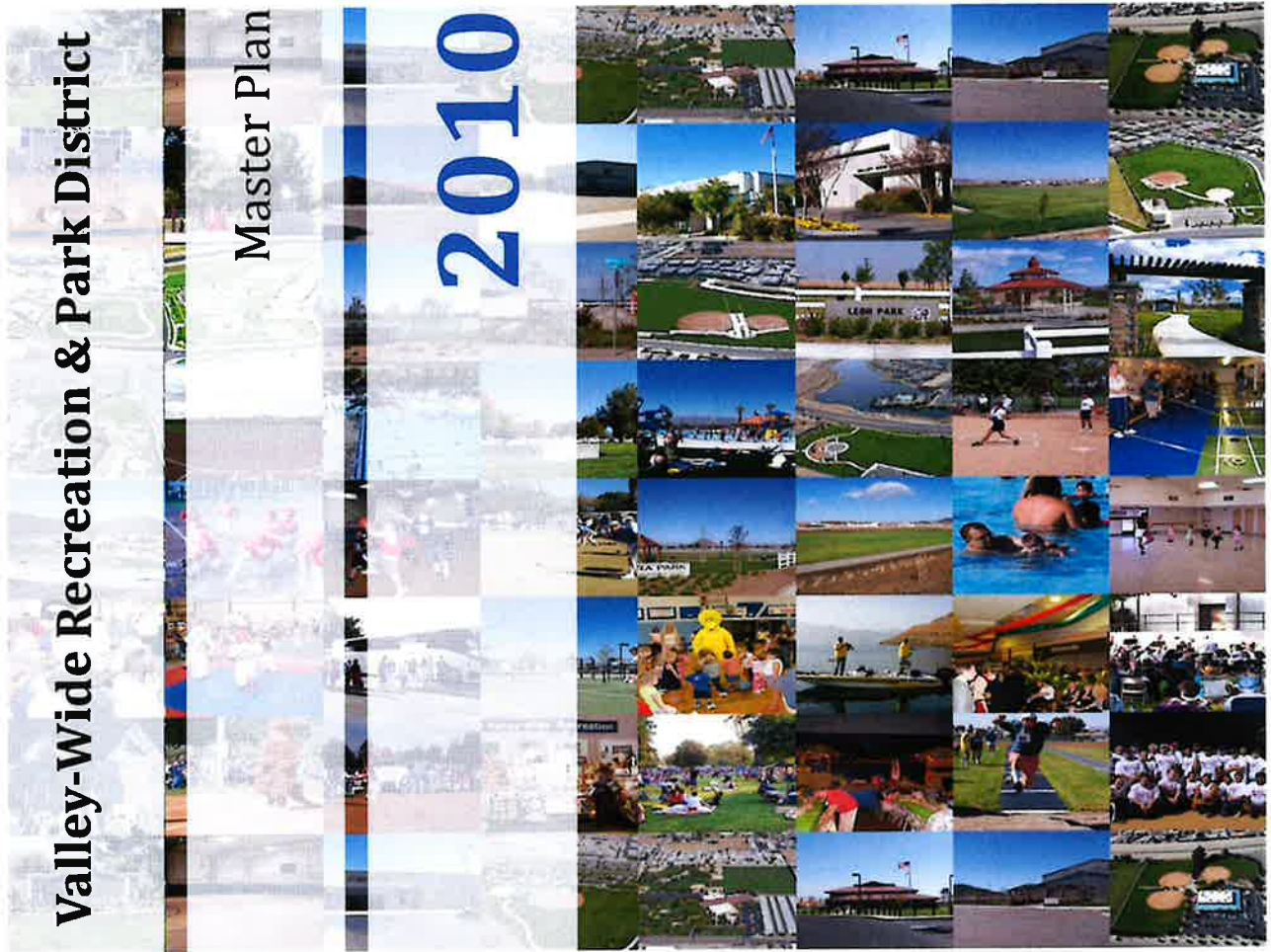
Exhibit A



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapnyIndia © OpenStreetMap contributors, and the GIS User Community



CCraig



“Creating Community...Since 1972”

Valley-Wide Recreation & Park District
901 W. Esplanade Ave. San Jacinto, CA
951-654-1505
951-654-5279 FAX



Executive Summary

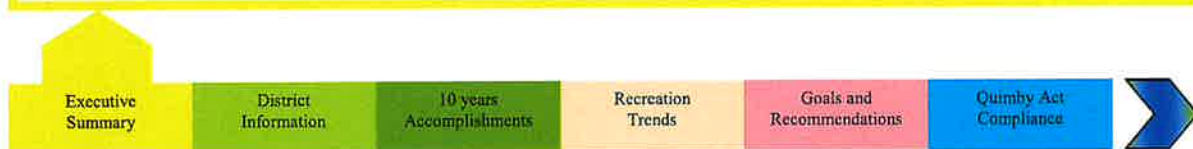
Valley-Wide Recreation and Park District enjoys a long history of service to the community through recreation and park services. The supporters and founders of Valley-Wide have stressed the importance of a business and community minded government agency that enhances the quality of life for all ages. On any given day Valley-Wide facilities are packed with community members enjoying a variety of recreation opportunities in one of the many parks and community centers throughout the District.

The 2010 Master Plan is crafted to serve as a working document for the community, Board of Directors, and Staff over the next 10 years. Included are current recreation trends, existing facilities, and future goals of the District and its Board of Directors. This plan will be reviewed from time to time to ensure the District is on the most appropriate course that will best serve the community.

Enjoy!

Jeffrey R. Leatherman

General Manager, Valley-Wide Recreation and Park District



Master Plan Introduction

Valley-Wide Recreation and Park District's (Valley-Wide) Master Plan is developed to provide a guide for the district over the next 10 years. The plan will identify current and future needs of the 800 square mile district by providing parks, recreation and community services that reach all residents regardless of age, gender, race, or economic status. The master plan was developed as a collaborative effort by the District Board of Directors, District Staff, and input from the community.

Purpose

The purpose of this Master Plan is to provide a working document that focuses the District to meet current needs and position ourselves for future expansion, changing demographics, and future recreation trends.

Development objectives:

Throughout the development process overarching themes were identified,

Those themes included:

Existing Conditions

Analyze the population growth over the past 10 years

Identify existing needs within our community

Inventory existing district, public, and private recreation facilities within the District

Future Development

Provide for park acquisition, design and development standards

Identify funding mechanisms for the implementation of the Master Plan

Adhere to the County of Riverside ordinance for park planning

Allow community input for citizens throughout the District

Forecast future demographic and recreational trends in the community

Why a Master Plan?

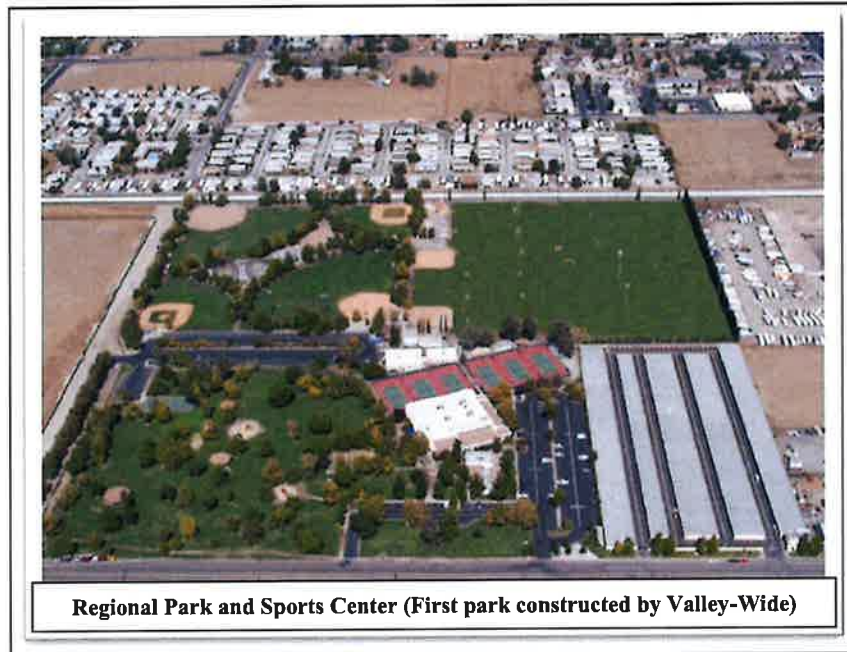
In January, 1987 the Board of Supervisors of Riverside County adopted an amendment to the County's General Plan that would govern the implementation of the Quimby Act, which was established by the State of California in 1965 to allow local jurisdictions to accept dedications of land, payment of fees in lieu thereof, or a combination of both for park and recreation purposes.

The District's initial Master Plan was prepared in 1987, in part to serve as a mechanism in which to acquire parkland dedications and or payments of fees for the subdivision of land within the District Boundaries. In 1999 the updated master plan focused on the growth and development of park and recreation needs for the next 10 years including the establishment of the Landscape Maintenance Districts (LMD's).



Valley-Wide Recreation and Park District was formed on July 27, 1972, in the County of Riverside under the provisions of the Public Resource Code Section 5780 et, seq. for the purpose of providing recreation and park services to the District residents.

The District is governed by a five member elected, at large, board of directors. Each member is elected to a four year term by the electorate within the District boundaries.
The 2010/11 adopted budget reflects our current operating budget of \$12 million



The District's Mission

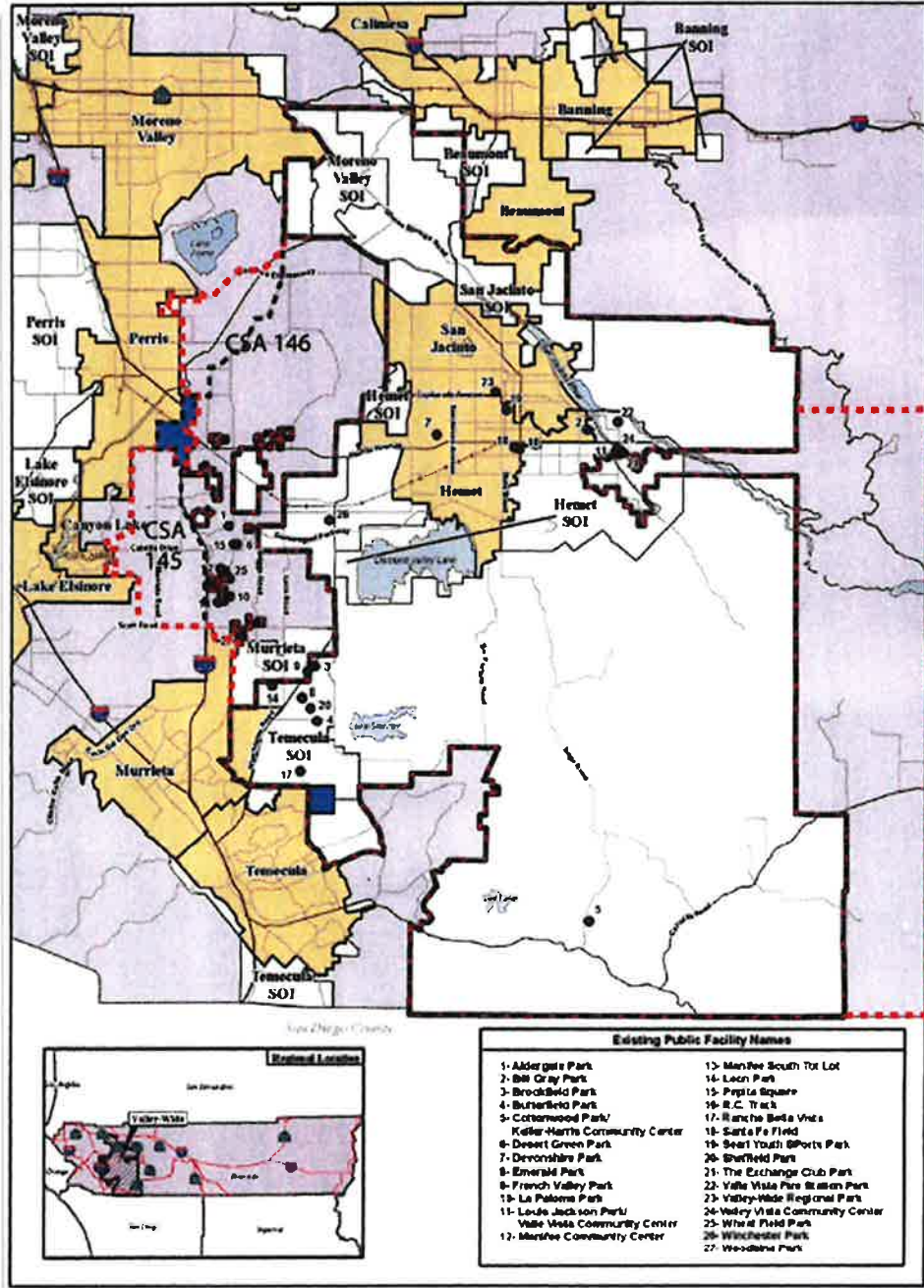
Strengthen our communities through providing quality, efficiently maintained recreation and park facilities, and comprehensive programs that promote community involvement, healthy lifestyles, cultural awareness, fiscal responsibility, and environmental stewardship.



District Boundaries

Exhibit 1

Includes the Cities of Hemet, Menifee and San Jacinto as well as the unincorporated areas of Winchester, French Valley, Homeland, Valle Vista, Sage, Aguanga and The Soboba Band of Luiseño Indian Reservation.



District Demographics and Populations

The population of the Valley-Wide District has increased considerably since its creation in 1972. The population increase in the District mirrors that of Riverside County. According to the US Census Bureau State and County QuickFacts, Riverside County has experienced a 37.5% population change from April 1, 2000 to July 1, 2009 as shown in [Table 1](#):

Table 1

Valley-Wide Recreation and Park District Population Growth		
Estimated Population 1980-2009		
Year	Population	Percent Increase
1980	69,516	0%
1990	113,154	62.8%
1999	146,757	29.7%
2009	201,791	37.5%

Source: US Census Bureau State and County QuickFacts

The 2010 census data was not yet available for the development of this Master Plan. An estimated 201,791 persons reside within the Valley-Wide District. The rapid growth has brought a number of young families to the District and consequently the percent of the population over 55 years of age has decreased dramatically from 34 percent in 1990 to 20 percent in 2008 as shown in [Table 2](#):

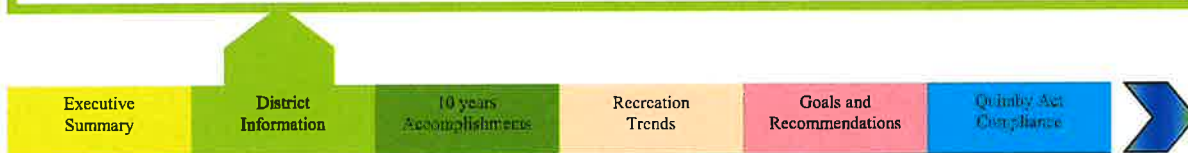


Table 2

Valley-Wide Recreation and Park District Age	
Age of Population – 2008	
Age Group	Percentage
0 – 17 years	30%
18 – 54 years	49%
55 years and older	20%

Source: Cities of Hemet & San Jacinto and US Census Bureau State & County Quick Facts

Average household size is 3.1 persons per unit with larger households still concentrated in the Hemet area.

Among cultural minorities, the strongest showing of non-whites is Hispanic at 44 percent. Approximately 3 percent are Indian/Asian and 4 percent are African American.

The unemployment rate in the District is approximately 18 percent; significantly higher than the State of California at 12.2%. In good economic times as well as in difficult economic times recreation plays a vital role in the quality of life. The difference is in the types of recreational activities that people choose. For example, in these current economic times on any given weekend at any one of our parks, families are taking advantage of no cost recreation in the form of family barbeques, pick-up games of basketball, use of playground equipment, etc. We have also seen a trend in our youth sports leagues where families are making an outing of attending practices and games. In 1997, based on a growing number of youth participants who could not afford to participate in our sports programs, Valley-Wide Recreation and Park District implemented a youth sports scholarship program. Over the last decade, requests for scholarships have increased 300% to what is now an average of 400 scholarships provided each year. The need for low cost and no cost recreational opportunities provided by the District is further substantiated by the percentage of students receiving free or reduced lunches in the following school districts within our District boundaries; Hemet Unified School District – 67%, San Jacinto Unified School District – 76% and Romoland School District – 80% for a Valley-Wide Recreation and Park District average of 74.3%.



Population Trends and Projections

Demands placed upon park and recreation needs are primarily dependent upon population. Historically, Riverside County has grown at a moderate to rapid pace. In 1986, the County's population was 838,474. By 2009, the population had nearly tripled, rising to 2,125,440.

Much of the population increase can be attributed to in-migration from such areas as Los Angeles, Orange and San Diego Counties where housing costs have skyrocketed and open space lands have been severely reduced. It is because of these factors that Riverside County's housing industry surged in the past decade. Valley-Wide Recreation's park standards have kept up with the growth, but cities within surrounding communities have not, further impacting our facilities.



Accomplishments (represents the past 10 years)

In 1999 the District set out to accomplish a number of goals. Many of the accomplishments are represented in the facilities and activities that were added over the past ten years. Notably, the District added 38 parks and 2 community centers to serve our growing communities. The landscape maintenance districts have grown considerably over the past ten years adding valuable improved parkland, open space areas, and several miles of improved streetscape maintenance responsibilities to the District.

Community Development and Recreation

Annual events such as 4th of July, Oldlympics and Turkey Trot continue to be successful and grow in participation. Over the past 10 years we have added Movies in the Park, Breakfast with Santa, Halloween Extravaganza, Farmers Market, and many others. The foundation that has been created to position the District as a vital community resource continues to be reinforced by creating new, innovative programs and events. Valley-Wide remains a positive influence on the community and sets an example for responsible government management.

Facility Development Standards

With the creation of Menifee Parks Landscape Maintenance District, Valley-Wide recognized the need for park and streetscape standards to ensure quality parks and community streetscapes. Responsible spending of taxpayers' dollars has always been a priority for Valley-Wide, and the creation of standards reflected the District's desire to be as efficient as possible. Consistent park and irrigation design allows the District to build facilities that can be maintained as opposed to the common practice of using any new product that companies sell to make a quick dollar. Generally, communities that allow multiple irrigation systems, products or services find over time they are more costly to maintain, train staff, and manage. Valley-Wide however, created standards prior to the large development boom in Riverside County that have since been adopted by agencies across the state.

One benefit from the creation of these standards is the District's ability to be on the cutting edge of water saving technology and techniques. As one of Eastern Municipal Water District's largest customer, Valley-Wide has been instrumental in the creation of water efficiency systems; The use of Recycled Water, and the implementation of comprehensive planning that brings the water purveyor (EMWD) and the end user (Valley-Wide) together before a community is approved to ensure the most efficient system is installed for the community.



Administration

The diversification of revenue, use of partnerships and maintaining a group of qualified dedicated full-time staff has been the long standing value base for the administration of the District. Historically, our Board of Directors has been a group of volunteers from education and business background with an entrepreneurial spirit that drove the District to be run more like a business than typical government. By practice we do not spend excess resources on administrative functions, leaving resources available to directly serve the community. We have established partnerships with local community organizations that allow the community and Valley-Wide to be mutually beneficial to each other. Similar to private enterprise, the District has diversified generating multiple revenue sources and relationships to promote community involvement which has allowed the District to remain solvent during difficult economic times.

Facility Management

Over the past 10 years, the District has been very careful not to over promise and under deliver our services to the community. Careful attention has been given to maintaining the facilities that we have through contract maintenance which dramatically reduces costs. Valley-Wide does not own equipment, manage a large full-time staff or have a costly administrative office. These only serve to waste resources and effort in the long run. Through contracting services we are able to focus our efforts in building and maintaining facilities that the community uses and has ownership over instead of large administrative office buildings.



Recreation Trends Throughout California

The number of days adult respondents visited outdoor recreation area during the past 12 months						
Outdoor Recreation Area	0 Days	1-5 Days	6-10 Days	11-20 Days	21-50 Days	>50 Days
Highly developed parks and recreation areas: Urban areas that include playgrounds and sports facilities	9.9%	31.8%	14.0%	13.3%	14.9%	16.1%
Developed nature-oriented parks and recreation areas: Located outside or on the fringe of urban areas, including trails, picnic areas, campgrounds	12.3%	41.5%	15%	11.5%	9.0%	10.0%
Historical or cultural buildings sites or areas	22.2%	47.9%	13.3%	6%	2.6%	8%
Natural and undeveloped areas	21.9%	42.2%	11.4%	9.74%	6.2%	9.9%

Source: California State Parks State Wide Recreation Survey 2009

Travel time from adult respondents residence to place they most often go for recreation.					
Distance in Minutes	5 minutes or less	6-10 minutes	11-20 minutes	21-60 minutes	More than 60 minutes
Driving	30%	20%	21.8%	19%	9.2%
Walking	37.6%	20.9%	22.6%	17.0%	1.8%
Other					
Bicycle	24.7%	35.1%	22.1%	14.3%	3.9%
Public Transportation	11.6%	9.3%	23.3%	39.5%	16.3%
Wheelchair/Cart	5%	2.5%	2.5%		
Skateboard	5%		2.5%		

Source: California State Parks State Wide Recreation Survey 2009

The above results from the State Parks survey show that adults prefer parks that are near their home and spend a great deal of their recreation and leisure time in urban and developed park settings. Valley-Wide is positioned as a community recreation agency within medium to medium high density developed areas. We also have a number of square miles of undeveloped land with very low density. Based on this, Valley-Wide needs to be vigilant in providing recreation services that are highly developed and within each community we serve and further position the district over the next 10 years to develop more recreation and park space as development continues into the low density areas of the District.



Youth Recreation Trends Throughout California

Recreation activity participation of youth respondents during the past 12 months. (Listed the top 20 answers only)	
Activity	Percent Participated in the past 12 months
Walking on streets, sidewalks paths or trails in your community	85.9%
Swimming in a pool	82.9%
Jogging or running	79.8%
Playing in a park (non-sports play)	75.1%
Beach Activities	69.8%
Attending outdoor events	67.8%
Swimming in ocean, lakes, rivers and streams	67.8%
Visiting historical or cultural sites, museums, zoos, and gardens	64.7%
Team sports (baseball, soccer, softball etc.)	62.5%
Bicycling (on paved surfaces)	54.7%
Day hiking	51.1%
Picnicking	50.6%
Scenic drive with someone	47.9%
Camping (tent, RV or trailer)	45.1%
Wildlife viewing and watching	37.3%
Surfing or boogie boarding	34.5%
Tennis	34.3%
Skateboarding	33.8%
Sledding, ice skating, snow play	33.5%
Fishing	29.2%

Source: California State Parks State Wide Recreation Survey 2009

California's youth across the state are active in a diverse range of activities. According to the survey question outlined above, a majority of the recreation time (top 7) are either free or low cost activities. Generally they can be found close to home or within driving distance from home or school.



Actions that could help youth respondents participate in Outdoor Activities More Often.	
Provide more recreation areas closer to my home (sports fields, skateboard parks, open space areas)	65.2%
Provide areas for these activities that are just for kids my age	56.4%
Provide equipment (sports equipment, playground equipment)	55.7%
Provide instruction or lessons	45.8%
Provide transportation to recreation areas and activities	41.3%
Provide safer ways to get to recreation areas close to my home	37.3%

Source: California State Parks State Wide Recreation Survey 2009

The youth respondents in this survey provided very valuable information for our park and facility development standards. It is important for our District to recognize that 65.2% of the youth in our communities want access to parks close to home. We must continue to be proactive with our park standards in order to meet the needs of our community. Dedication of land, development of parks and creating recreation space within our communities is very important to the well-being of our youth and adults District wide.




District Goals and Recommendations

In order for the District to continue to fulfill our mission we have categorized the goals into four sections. The goals are benchmarked by realistic projections for successful accomplishment over the next ten years. The District’s goals must take into account the following two statements in order to continue to be effective over the next 10 years.

1. The resources required to accomplish our goals must come from within the community. Our existing economy and unbalanced state budget limits the possibility of outside funding.
2. Our program and facilities must equally distribute the cost of the goals among existing residents and future residents.

Categories	Benchmarks
Community Development and Recreation Facility Development Standards Administration Facility Management	0-3 years: Short-Term Priorities 3-6 years: Intermediate Priorities 6-10 years: Future Positioning

 This icon represents goals that are environmentally beneficial for the community.

Community Development and Recreation

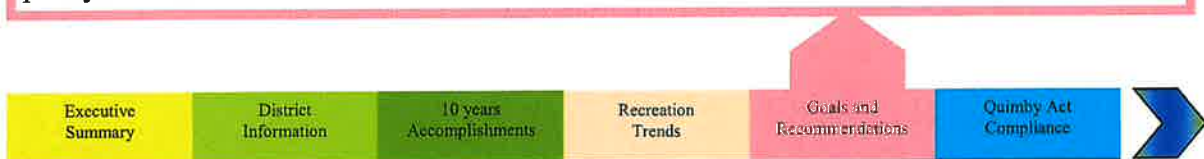
Within 3 years

Goal: To enhance access to recreation and community services through social media, web sites, mobile devices and co-mingling information with other agencies within the District.

Explanation: Over the past 10 years technology has drastically changed, making it cheaper to be creative and innovative with information dissemination. Access to web sites and other media outlets are simple with no real boundaries to the possibilities they offer. As our community becomes more “plugged in” Valley-Wide needs to provide dynamic interactive sites that communicate our activities and events directly to the end user regardless of age or circumstances. The creation of new websites and keeping up with the constant evolution of technology will allow the District to position ourselves as a community information stakeholder, providing valuable information and activities.

Goal: To Expand our indoor sports capacity through partnerships with other organizations and agencies to provide additional active recreation and sports facilities throughout the District.

Explanation: The District has done an outstanding job during the past 30 years partnering with agencies and private groups to use and share facilities. As local budgets continue to be stretched and the State of California continues to struggle to balance a budget we must rely on local partnerships to expand our ability to offer indoor recreation activities. Currently, our gymnasiums are jam-packed with games leaving little time for practice and open recreation opportunities. By partnering with local schools, churches and other organizations we can offer more practice and game facilities and enhance our programs as well as District wide capacity.



Goal: Develop an online registration program

♻️ Explanation: As technology develops, our habits and expectations as a society change. As current economic times send mothers back to work or fathers adding a second job, their ability to drive to a community center to sign up for a class or register for a sport decreases. The District needs to make it as easy as possible for parents to register for classes, receive reminders or review rules and regulations from their office or home. We also must be aware that online registration does not take the place of face to face contact with staff or a receptionist picking up the phone to answer questions. The balance between ease of access and customer service must be met by trained helpful staff and quick easy access to registration and information. The online registration should also help hold staff and our community to deadlines so that we are able to maximize the use of our facilities and time District wide.

Goal: To track, identify and implement new programs that meet the needs of our changing communities.

Explanation: As reviewed in the demographics section of this report, our community is changing. A once largely rural area, it was host to a retirement community supplemented by families and young adults. During the recent development boom and subsequent decline the District has added communities like French Valley and Menifee. The Hemet and San Jacinto communities have grown adding many new housing tracts populated by families. Our retirement community has also grown and changed with the baby boomer generation seeking active recreation opportunities. Valley-Wide has the responsibility to create innovative programs that meet the needs of our community through research, community outreach and creativity.

Goal: Develop recreation programs for special populations.

Explanation: Special populations are, at times, overlooked in many communities. Valley-Wide must be creative in meeting the needs of all members of our community. Developing recreation programs through partnerships with impacted community members, caretakers, and family members is necessary in order to provide needed, successful programs, events and sport activities. We must identify the existing and future needs of our special population community and develop opportunities that meet those needs.

Within 5 years

Goal: Analyze existing and future trends in the community and recreation industry and position the District to meet those trends.

Explanation: Sports, cultural and recreation crazes come and go from year to year as product developers try to diversify equipment and facilities. Unlike many Cities, Counties and Special Districts, Riverside County and specifically the Inland Empire is still growing. The potential for new equipment and facilities will continue to allow the District the ability to provide new innovative ideas, facilities and construction concepts that function for the community and are cost effective to maintain.



Goal: Grow our special event programs and expand existing successful programs District Wide.

Explanation: The communities we serve are very distinct and have specific demographics that should assist in the creation of special events that fit every community. Historically events like the 4th of July, Turkey Trot, Movies in the Park, and Breakfast with Santa have been isolated to individual communities. As the District continues to grow, we will expand successful events that logically fit in our communities, and create new special events the community can appreciate for the future.

Goal: Create and maintain partnerships with outside organizations such as P.A.L, Exceed, Local School Districts, Soboba Band of Luiseño Indians, and the Cities of Menifee, Hemet, and San Jacinto.

Explanation: Pooling resources within the community allows for maximum use of public and private facilities and land. Buildings and schools that are traditionally empty in the afternoons can be used as facilities for Valley-Wide leagues and events. Providing reciprocating partnerships is also important for Valley-Wide. We have resources and facilities that organizations are able to benefit from when available. The more partnerships that Valley-Wide can create, the better suited we are to serve the community.

Within 10 years

Goal: Implement new advertising technology that allow the community to be effectively informed about activities, events and sports.


Explanation: The decline and cost of print media has become a hindrance to Valley-Wide's ability to effectively communicate with our communities. Technology will provide opportunities for customized communication with our many communities and Valley-Wide will need to remain as flexible as possible to be on the innovative edge of advertising and communication.




Facility Development Standards

Within 3 years

Goal: Release updated and improved Standards and Specifications

 Explanation: Every two years Valley-Wide must commit to reviewing our park construction Standards and Specifications. Through that review process, the analysis will determine if a new version is necessary for publication. The review will analyze changing construction trends, state and federal mandates, and community use of park improvements. The Standards and Specifications will provide the standards for parks, community centers and other facilities within the District.

Goal: Anticipate future development standards including recycled water standards, electrical efficiency standards and “green” standards.

 Explanation: Recycled water will continue to be used as the “norm” in Riverside County for parks, golf courses and other developed green space. In order to best serve our community Valley-Wide will need to be on the cutting edge of the use, regulations, and availability of recycled water throughout the District. Other efficiency models will be beneficial to the District in the form of night time electrical rates, solar rebates and green building standards. With each advance, Valley-Wide must be prepared to take advantage of any opportunity to save money, resources and time.

Goal: Implement a comprehensive security plan that includes parks, facilities and law enforcement partners.

Explanation: As Valley-Wide continues to grow, and our communities and cities change, we need to be aware of the unfortunate reality that Valley-Wide is prone to crime against facilities, participants and children. A comprehensive security plan will provide security monitoring in our facilities and parks through a number of personnel and technological solutions. Including this plan in our new facilities will allow Valley-Wide to protect the community and community assets by being proactive.

Goal: Modify Valley-Wide’s average household per 1000 to match actual community demographics.

Explanation: Through the development of this Master Plan and comparing our Quimby act calculations Valley-Wide has determined that a new population per household calculation is required to adequately reflect the real conditions of our community.

Goal: Continue to annex new developments within our Sphere of Influence (SOI) and District Boundaries.

Explanation: The unincorporated areas of Riverside County will continue to be developed. Valley-Wide is uniquely positioned to provide parks, recreation and community maintenance services throughout our District. Our intent is to continue to annex appropriate developments that are within the District’s Boundaries or Sphere of Influence.



Within 5 years


Goal: Analyze existing facilities and identify shortfalls for specific park amenities.

Explanation: Through utilizing and monitoring our existing facilities it is the District's responsibility to provide new or renovate outdated equipment with new innovative design and construction methods to provide an attractive, safe, usable environment for our communities. Through observation, research and community forums Valley-Wide will continue to update facilities according to the needs of our community.

Goal: Work with local cities and Riverside County to develop consistent standards and specifications in effort to streamline the development process and avoid duplication of services.

Explanation: Valley-Wide specializes in Recreation and Park services. We have developed irrigation and construction standards that work effectively for building parks and community centers. By working with other local governments we are able to streamline the development process to provide the very best service to the community as possible. Creating standards that can be adopted by other local government agencies will promote consistency with facilities, irrigation, water consumption and maintenance.

Goal: Continually re-define our water efficiency standards and environmentally responsible design throughout our parks and facilities.

 Explanation: Water is a limited, valuable resource in Riverside County. Technology and realistic maintenance requirements will converge to provide diverse water efficiency products and equipment to limit the amount of waste in older irrigation systems. Converting existing facilities to accommodate the delivery of recycled water is the new mean in water efficiency. Valley-Wide must be on the leading edge of any water efficiency standards to keep costs in control for our communities.

Goal: Partner with local, county and state officials to increase development standards from 5 acres per 1,000 to 7 acres per 1,000 population.

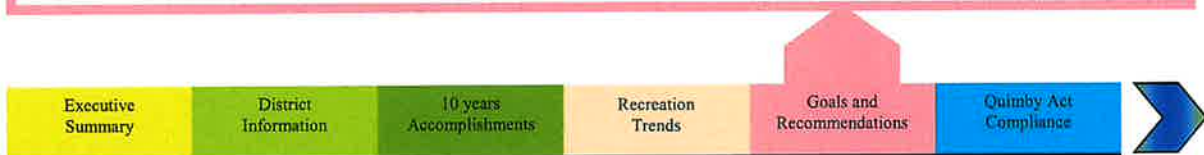
Explanation: We only have one chance to do it right with new development in Riverside County. Land will always be a premium in California and as less and less is available along the coast, developers will move east looking for the best deal at the cheapest price. The lack of foresight is evident in established cities in Riverside County and developers were allowed to forgo their responsibilities to develop park space in the communities they built. Money was diverted and siphoned off for other projects. As open land disappears cities are scrambling to make up for lost time and land. Valley-Wide and local government must be proactive in securing park land before development is allowed to proceed.



Within 10 Years

Goal: Secure more parkland at Diamond Valley Lake

Explanation: Valley-Wide has an opportunity to continue development of the Diamond Valley Lake facility. The original land dedication from MWD was listed at 129 acres in early documents. This would have allowed Valley-Wide to create a true regional park facility including ballfields, community centers, campgrounds, soccer fields, trails, and other recreation amenities. The final land dedication was 85 acres in total limiting Valley-Wide's ability to create a true regional park. Valley-Wide seeks to position ourselves in a way that would allow for future dedication of park land around our existing facility.



Administration

Within 3 years

Goal: Identify long term needs for administrative facilities and position the District to purchase an existing facility, build a new facility or expand a District owned facility.

Explanation: Valley-Wide has grown over the past 34 years to include 8 community centers 72 parks and a number of contracts and special projects. Our District philosophy has always been to put community centers, events and sports first. The reality is that as the District grows we are going to need administrative space to serve the community. We do not want to trade resources for space but the District will need to be creative to create usable administrative space for staff. The current economy may provide some options for the District to purchase vacant property or economically modify existing buildings to create quality work space.

Goal: Evaluate the annexation process and requirements for Landscape Maintenance Districts.

Explanation: Valley-Wide has a system in place that allows developers to annex into the District through LAFCO. Working with our annexation consultants we will continue to refine the process and adjust our requirements based on best practices and state law. Advances by our consultants will assist the District over the long term to effectively analyze our existing facilities and future needs within our communities.

Goal: Continue to diversify the District's revenue sources including contracting, programs fees, cell towers and property taxes.

Explanation: Valley-Wide continues to remain stable as other local agencies have struggled over the past few years. Living within our means, contracting our maintenance services and diversifying our revenue sources makes Valley-Wide successful. Opportunities will continue to present themselves for the District, and the District will need to continue to adapt to those opportunities. Recent additions to the District have been the Diamond Valley Lake Docent Program, P.A.L., temporary operation of the San Jacinto Senior Center, French Valley Cell Tower, and possible expansion of the after school program. These contracts provide a service to the community and continue to allow Valley-Wide to be creative in our funding sources.


Goal: Develop policies, procedures and habits that promote environmentally responsible behavior.

♻️ Explanation: In the 2009 California State Parks Survey over 50% of the respondents agreed that California park agencies should be leaders in environmentally responsible behavior. In responding to this, Valley-Wide must continue to be a leader within our local community. Behaviors including recycling, "green" buildings and others will be at the forefront of our construction, maintenance, and administrative actions in the future.



Within 5 years

Goal: Convert the administrative office to a paperless storage system.

 Explanation: Understanding that Valley-Wide should be a leader in environmentally responsible behavior we must consider how we store and use paper and other resources District wide. Technology has provided an opportunity for innovative storage systems that provide electronic storage for all paper documents. This will allow the District to save physical storage space, protect valuable information for natural disasters, and create document sharing capabilities, limiting the number of faxes, e-mails and copies necessary on a daily basis.

Goal: Network the community centers with the administrative office to streamline the accounting process.

Explanation: Valley-Wide can benefit from streamlining the accounting process. It will cut down driving trips to the administrative office, faxes and e-mails. Direct access to the accounting process will allow community centers to collect fees for programs throughout the District. Currently all receipts are hand written and manually processed creating a more cumbersome process for the accounting staff. Networking our facilities together will allow front line staff to perform the data entry and the finance department to review and approve transactions.

Within 10 years

Goal: Hire staff to position the District for future expansion in the park planning, human resources and administrative positions.

Explanation: Valley-Wide has had the benefit of longevity with our full time staff. Many have been with the District well over 15 or even 20 years. As they begin to retire it will be important for Valley-Wide to hire qualified staff to continue to run the programs and facilities. Cross training those staff members will continue to be necessary to remain successful and staff will need to be recruited from a cross section of the community to provide the necessary skills for the future.




Facility Management

Within 3 years

Goal: Implement a Capital Improvement plan for the District.

Explanation: No matter how well something is built it will eventually age and begin to breakdown. Conservative spending has always been a priority for the District and we have traditionally saved money for large capital improvements. All things considered, the majority of Valley-Wide's facilities are relatively new and well maintained. In order to continue this standard we must create a capital improvement plan that allows the District to pinpoint the amount of money that we need to set aside for the future. The plan will also allow us not to over assume the amount of money required to sustain existing levels of maintenance, leaving the maximum amount for day to day operations, events and programs.


Goal: Convert existing facilities to recycled water where possible.

 Explanation: The cost of recycled water is significantly reduced. Our first retrofit project has taken over two years to complete at Wheatfield park. This experience realizes the need to apply well in advance for other recycled retrofit programs so the District can take advantage of the project benefits as soon as possible. Areas in Menifee and French Valley will be the prime locations for these retrofit projects in the future.

Goal: Convert the Valle Vista and Winchester swamp coolers to Air Conditioning Units.

Explanation: Converting these two buildings to A/C will allow for increased daytime summer activity in the buildings. The swamp coolers are loud and make it difficult to hold meetings or events in the summer. As the number of people increase in the facility the less effective the swamp coolers become.

Goal: Implement a recycling program in the recreation center and community rooms.

 Explanation: Recycling is an easy way to help protect the environment which is important for the District and the community. Offering recycling throughout our facilities shows our commitment to long term sustainability.




Within 5 years

Goal: Analyze the need for a large capital improvement plan funded by a voter approved bond measure.

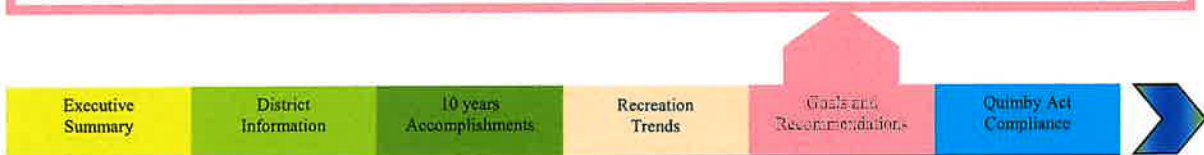
Explanation: Valley-Wide currently owns vacant property and partially completed parkland that could be developed with a large influx of capital from the sale of bonds. Over the next five years, Valley-Wide will work with consultants and the community to determine the feasibility and community support for bond measure improvement throughout the District.

Goal: Develop a future recycled water plan in cooperation with Eastern Municipal Water District.

 Explanation: Independent of converting existing facilities that have access to recycled water, EMWD has plans to extend recycled water pipelines throughout their service area. Parks and agriculture combined are the largest users of recycled water. By working with EMWD Valley-Wide can direct recycled water pipeline to the end users (Valley-Wide) so we are able to benefit from the installation plans in the future.

Goal: Design and construct the Wheatfield annex property and new parking lot.

Explanation: Valley-Wide has been working to secure funding for a 5 acre park across from Wheatfield park in Menifee for a number of years. The park design includes a much needed secondary parking lot with access from La Piedra road. The construction of the annex will provide soccer fields for the community thereby allowing Valley-Wide to construct the additional needed parking lot.



Quimby Act Collection Compliance

Valley-Wide Recreation and Park District has determined that we can serve our District most effectively by collecting development impact fees (Quimby Fees) directly. In compliance with Riverside County Code 460 and Government Code 66477 the following is the methodology the District will use for all new building within the District Boundaries or Sphere and Influence.

1. The Quimby Act – Subdivisions

Implemented by the County of Riverside, pursuant to Section 10.35 of Ordinance No. 460, the Quimby Act (Government Code Section 66477) provides for development of park and recreational facilities through land dedication and/or payment of fees. Specifically, each sub divider of land for residential uses may be required to dedicate lands or pay fees in lieu thereof, or do a combination of both for park and recreational purposes as a condition to the approval of a parcel map or tentative tract map.

In deciding whether to require the dedication of land, the payment of fees, or both, the District shall consider those factors set forth in Paragraph I of Section 10.35 of Ordinance No. 460.

A. Dedication of Land

The Quimby Act provides a park dedication formula related to densities and dwelling unit types. The amount of land required to be dedicated shall be based upon the population generated by the subdivision, and shall be computed on the basis of five acres of parkland per 1,000 persons in accordance with the following formula:

• $DUs \times Population\ Density \times Park\ Ratio = Amount\ of\ Parkland\ to\ be\ Dedicated$

• Where: DUs = Number of Dwelling Units

• Population Density = Population Per Dwelling Unit as Set Forth Below

• Park Ratio = 5.0 Acres Per 1,000 Persons



Population density shall be set forth below:

Table 14	
Population Density / Dwelling Unit	
Description of Dwelling Unit	Persons Per Dwelling Unit
Single family dwelling unit (detached garage)	3.68
Single family dwelling unit (attached garage)	3.2
2 dwelling units per structure	3.26
3 to 4 dwelling units per structure	3.06
5 or more dwelling units per structure	2.9
Mobile homes	3.36

*To be updated/verified with 2010 Census information when available.

The District will accept as a minimum, 5 acre usable parks. Where the amount of parkland to be dedicated is less than 5 acres, the developer will be required to pay in-lieu fees.

In addition when land is to be dedicated, the District shall comply with the dedication provisions of Section 10.35 of Ordinance No. 460, but not limited to, the improvement provisions of Paragraph 16.



B. Payment of Fees

When a fee is to be paid in lieu of land dedication, the amount of such fees shall be based upon the current fair market value of the amount of land which would otherwise be required for dedication. The fee shall be determined by the following formula:

- $\text{Number of Acres} \times \text{Fair Market Value} = \text{In-Lieu Fee}$
- Where: $\text{Number of Acres} = \text{Acreage of Parkland to be Dedicated as Determined Above.}$
- $\text{Fair Market Value} = \text{Fair market value per acre of the property to be subdivided based upon the land as an improved subdivision, not as raw acreage. Fair market value shall be based on the following procedure:}$
 1. The County, the District and the subdivider may agree to the fair market value; or
 2. If agreement cannot be reached, the subdivider may, at his own expense, obtain an appraisal of the property by a qualified real estate appraiser, which appraisal may be accepted by the County and the District if found to be reasonable; or
 3. The fair market value (per acre) shall be determined by a current appraisal of the land subdivision by the Office of the County Assessor which appraisal shall be final unless modified by the Board of Supervisors of Riverside County.

In addition, when a fee is to be paid in lieu of land dedication, the District shall comply with the fee provisions of Section 10.35 of Ordinance No. 460, including but not limited to, the credit provisions of Paragraph 17, and the refund provisions of Paragraph 19.



C. Sample Implementation of Formulas:

As an example, the following land dedication in-lieu fees would be required for a 400 unit subdivision:

- Land Dedication
 $400 \text{ DUs} \times 3.2 \text{ persons/DU} \times 5.0/1,000 = 6.4 \text{ acres of parkland to be dedicated}$
- Park In-lieu Fee
 $6.4 \text{ acres} \times \$350,000/\text{acre} = \$2,240,000$

The Quimby Act specifically provides that land, fees, or a combination thereof, are to be used only to serve the subdivision from which they emanated and must bear a reasonable relationship to the use of any future recreation facility by the future inhabitants of the subdivision.

The Quimby Act fees collected will be used to acquire, develop and rehabilitate park facilities for the residents.

As growth occurs within the District, the Master Plan may be amended and the boundaries thereby realigned to properly distribute park and recreational facilities within the District's boundaries. However, it is important to note that the number of park facilities will not always be evenly distributed; parks will be located where development is occurring.

Quimby fees are designed for the purchase and development of parkland only. The maintenance costs, including irrigation, are generated from the Landscape Maintenance District special assessments and a portion of the 1 percent property tax the District receives.

2. Other Residential Development Projects

Multi-family residential projects, apartment projects and other non-subdivision residential projects create a need for park and recreation facilities which is perhaps even greater than that created by land subdivisions. This is due in large part to the high density of these projects and the higher lessee/tenant turnover rate. Accordingly, the District will require the payment of fees to such projects. The mitigation fees shall be calculated, collected, maintained and disbursed in the same manner as Quimby Act fees as set forth herein and in Section 10.35 of Ordinance No. 460. The refund provisions of Paragraph 19 of Section 10.35 of Ordinance No. 460 shall not, however, be applicable to other residential development project fees.



3. Fee Administration

All park and recreation fees referenced above shall be administered as specifically indicated herein by Valley-Wide Recreation and Park District and in accordance with all applicable laws, rules and regulations.

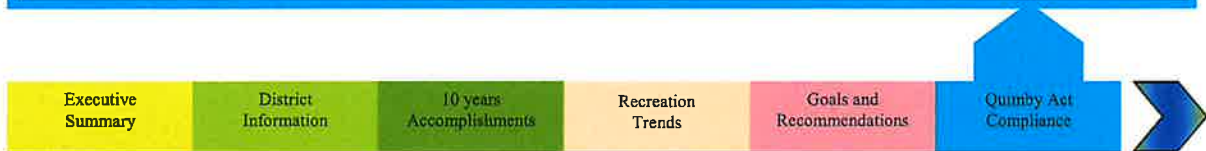
New Developments – Quimby Fees

An interesting situation exists in the Hemet/San Jacinto Valley whereby Valley-Wide, City of Hemet, and City of San Jacinto all collect Quimby fees. Valley-Wide collects fees in the unincorporated areas of our boundaries, Hemet collects within city limits and San Jacinto does the same. Valley-Wide does not collect fees within either city. Valley-Wide spends fees in the area collected. Hemet and San Jacinto spend within their city limits.

A number of the District parks are within the city limits of Hemet or San Jacinto as listed below, however, these parks do not benefit from Quimby fees collected by the cities from the new developments in close proximity to them. Examples include:

- ⇒ Bill Gray Park – City of Hemet
- ⇒ Searl Park – City of Hemet
- ⇒ Diamond Valley Community Park – City of Hemet
- ⇒ Regional Park – City of San Jacinto

Additionally, the Valle Vista Community Center at Louis Jackson Park, like Regional Park, serves residents of the City of Hemet and the City of San Jacinto, but since it is in neither city, it does not benefit from park fees collected in the cities. All of these facilities whether within or out of city limits do indeed benefit those residents. As we have outlined in our goals and objectives, we hope to work with all the cities within our District boundaries to maximize resources for the benefit of all residents including the use of Quimby fees collected by the cities.



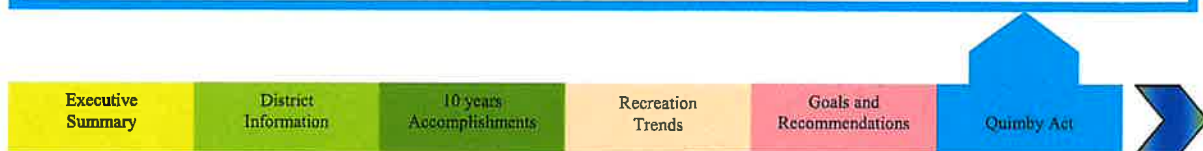
Landscape Maintenance Districts

Valley-Wide currently has five zones. Funds collected within each zone benefit the parks planned and/or existing within those zones. With parks in each zone. As new development occurs, Valley-Wide conditions maps to pay appropriate park fees based upon 5 acres of parkland for every 1,000 residents generated from the development. Additionally, developments that generate 5 acres or more of parkland are required to dedicate and improve land in lieu of park fees and must set up a funding mechanism for operation and maintenance of the park. In other words, annexation into a Landscape Maintenance District.

Cost for capital improvements will be generalized for planning purposes. Approximate costs for acquisition and construction of facilities are:

- Community parks \$7 million
- Community centers \$10 million
- Neighborhood parks \$350,000 per acre

For planning purposes, costs include administrative, design, construction administration and inspection. These costs are often overlooked but can add up to 20 percent of construction costs depending on the funding source.



Appendix A

Year	Location	Acreage	Capital Improvements/Land Acquisition
1999	Winchester Park	20 acres	Restrooms/Ballfields & Community Center
1999	Louis Jackson Park	7 acres	Park Construction
2000	Winchester Park		Fire Suppression System & Restroom Addition
2000	Winchester Park		Restroom Addition
2000	Cottonwood Park	9 acres	Community Center Building
2000	Menifee Gymnasium (Joint Use Project with Menifee Union)		Gymnasium and Community Room
2001	Winchester Park		Heating/Air Conditioning & Electrical Systems
2001	Louis Jackson Park		Parking Lot
2001	Butterfield Park	5 acres	New Park Addition
2001	Cottonwood Park		Parking Lot
2002	Regional Park	36 acres	Tennis Courts Rehab
2002	Desert Green	½ acre	New Park Addition
2003	Regional Park		Remodel Sports Ctr/Admin Offices
2003	Winchester Park		Fire System Upgrade
2003	Louis Jackson Park		Playground Equipment
2003	Aldergate Park	7 acres	New Park Addition
2003	Menifee South Tot Lot	1 acre	New Park Addition
2004	Winchester Park		Kitchen Improvements
2004	Emerald Park	5 acres	New Park Addition
2004	Rancho Bella Vista	7 acres	New Park Addition
2004	French Valley Community Center		Community Center Addition
2005	Diamond Valley	85 acres	New Park Addition
2005	Leon Park	4 acres	New Park Addition
2005	Woodbine Park	5 acres	New Park Addition
2005	Brookfield Park	12 acres	New Park Addition
2005	Diamond Valley		Aquatic Facility
2005	Sheffield Park	11 acres	New Park Addition
2006	Wheatfield Annex	5 acres	New Park Addition
2006	Mathew Ranch	9.2 acres	New Park Addition
2006	Primrose Park	3 acres	New Park Addition
2006	Exchange Club Park	4 acres	New Park Addition
2007	Hidden Meadows	2.5 acres	New Park Addition
2007	McCall Park	4 acres	New Park Addition
2007	Autumn Park	2 acres	New Park Addition

Year	Location	Acreage	Capital Improvements/Land Acquisition
2007	Heritage Park	5.5 acres	New Park Addition
2007	Abelia Sports Park	9.6 acres	New Park Addition
2007	Crown Valley	7 acres	New Park Addition
2007	Adeline's Farms	1 acre	New Park Addition
2007	Fieldview	7 acres	New Park Addition
2007	San Jacinto River Park	32 acres	New Park Addition
2007	Washington Park	5 acres	New Park Addition
2007	Mira Park	5 acres	New Park Addition
2007	Watermill Park	Res Lot	New Park Addition
2007	Northfield Park	Res Lot	New Park Addition
2007	Wagon Wheel Park	Res Lot	New Park Addition
2007	Regional Park		Play Structures
2008	Leon Park Extension	1 acre	New Park Addition
2008	El Dorado Pocket Park	.5 acres	New Park Addition
2008	Regional Park		Well Rehab
2008	Diamond Valley		Lights, Paving and Backstops
2008	El Dorado Park	4 acres	New Park Addition
2009	Kona Park	1 acre	New Park Addition
2009	Sunrise Park	11 acres	New Park Addition
2009	Diamond Valley		Backstops, Restrooms
2009	Diamond Valley		Concrete, Irrigation & Fencing
2009	Regional Park		Resurface Sports Center Roof
2010	Diamond Valley		8 Ball Diamonds & 3 Soccer Fields
2010	Eller Park	5 acres	New Park Addition
2010	Marion V. Ashley	12 acres	New Park and Community Center Addition

**Parks at a
Glance
January
2010**

	Landscape		Ballfields / Courts								Amenities			
	Total Acres	Gymnasium	Ballfields	Lighted Fields	Soccer Fields	Basketball Courts	Tennis Courts	Volleyball Courts	Pickleball Courts	Horseshoe Pits	Play Areas	Restrooms	Renic Structures	Fitness Trails
Abelia	17	no	2	1	1	2	1	1	0	0	2	yes	2	yes
Adeline's	1	no	0	0	0	0	0	0	0	0	2	no	1	no
Aldergate	7	no	1	0	0	2	0	0	2	0	1	yes	no	no
Autumn	2	no	0	0	0	0	0	0	0	0	1	no	no	no
Avignon	0.5	no	0	0	0	1	0	0	0	0	0	no	no	no
Bill Gray	5	no	1	0	0	2	0	0	0	0	1	no	no	no
Eldorado	4	no	1	0	0	0	0	0	0	0	2	no	2	no
Eldorado Pocket Park	0.34	no	0	0	0	0	0	0	0	0	1	0	1	0
Eller Park	5.00	no	1	1	0	2	0	0	0	0	1	1	1	yes
Brookfield	12	no	1	0	0	2	0	1	0	0	2	no	1	yes
Brookfield Open Sp	62													
Butterfield	5	no	1	0	0	2	0	0	0	0	2	yes	no	no
Cantalena	15													
Cottonwood	10	yes	1	0	0	1	0	0	0	0	1	yes	1	yes
Crown Valley	7	no	1	1	1	2	2	0	0	0	2	yes	no	no
Desert Green	0.5	no	0	0	0	0	0	0	0	0	0	no	no	no
Devonshire	10	no	0	0	0	0	0	0	0	0	0	no	no	no
Diamond Valley Lake	85	no	8	8	8	4	6	7	2	0	3	4	3	yes
Discovery	8	no												
Emerald	7	no	1	0	0	2	0	0	0	0	1	yes	no	no
Exchange Club	8	no												
Fieldview	7	no	1	0	0	2	0	0	0	0	1	yes	1	yes
Garratt Group Park	5													
Grand Vista	0.5	no	0	0	0	0	0	0	0	0	0	no	no	no
Heritage	5.5	no	0	0	0	2	0	0	0	0	2	no	2	no
Hidden Meadows	2.5	no	0	0	0	0	0	1	0	0	1	no	no	no
Kona	1	no	0	0	0	0	0	0	0	0	1	no	no	no
The Lakes	20	no	2	3	2	4	0	0	0	0	3	yes	1	yes
La Paloma	5	no	0	0	0	0	0	0	0	0	1	yes	no	no
Leon	5	no	0	0	0	2	0	0	0	0	2	no	1	yes
Louis Jackson	10	yes	3	0	0	0	0	0	0	0	1	yes	2	no
Mathews Ranch	10													
Marion V. Ashley	12	yes	2	2	0	2	0	0	0	0	1	yes	1	yes
McCall	4	no	0	0	0	2	0	0	0	0	1	no	no	no
Menifee South Tot Lot	2	no	0	0	0	0	0	0	0	0	2	no	no	no
Menifee Village	5													
Mira	5	no	1	0	0	2	0	0	0	0	1	no	1	no
Mosaic	1.5													
Mountain Gate	5													
Northfield	1	no	0	0	0	0	0	0	0	0	0	no	no	no
Pepita Square	0.5	no	0	0	0	0	0	0	0	0	0	no	no	no
Pleasant Valley	2.5	no	0	0	0	2	0	0	0	0	1	no	1	yes
Pourroy Fields	9	no	0	0	6	0	0	0	0	0	0	no	no	no
Primrose	3	no	0	0	0	0	0	1	0	0	1	no	1	no
Rancho Bella Vista	7	yes	1	1	0	1	0	0	0	0	1	yes	1	no
Regional	38	yes	7	4	6	1	6	1	0	6	4	yes	3	yes
Rivercrest	3													
Rolling Hills	1.5	no	0	0	0	0	0	0	0	0	1	no	1	no
San Jacinto River Pk	52													
Santa Fe	5	no	1	1	0	0	0	0	0	0	0	no	no	no
Seairl	11	no	3	4	1	0	0	0	0	0	1	yes	no	no
Sheffield	14	no	2	0	4	0	0	0	0	0	0	no	no	yes
Skunk Hollow	162													
Spencer's Crossing	12	no	2	1	1	0	0	0	0	0	2	yes	1	no
Stonegate	5													
Sunrise	11	no	2	0	0	2	0	0	0	0	2	yes	1	yes
The Trails	5													
Valle Vista	5	no	0	0	0	1	0	0	0	2	1	yes	no	no
Vineyard	2.7													
Wagon Wheel	1	no	0	0	0	0	0	0	0	0	1	no	no	no
Watermill	1	no	0	0	0	0	0	0	0	0	0	no	no	no
Washington	5	no	1	0	0	2	0	0	0	0	1	yes	1	no
Wheatfield	25	yes	6	2	0	1	2	1	0	2	2	yes	1	no
Wheatfield #2	5													
Whispering Heights	8													
Winchester	20	yes	3	3	4	2	1	0	0	2	1	yes	2	no
Winchester Sports	35													
Woodbine	5	no	0	0	1	2	0	0	0	0	2	no	no	no